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Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-1047

*TRADOC Regulation 350-6

1 July 2009

Training

ENLISTED INITIAL ENTRY TRAINING POLICIES AND ADMINISTRATION

OFFICIAL:

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History. This regulation is a major revision. The portions affected by this major revision are listed in the summary of change.

Summary. This United States (U.S.) Army Training and Doctrine Command (TRADOC) Regulation 350-6 prescribes policies and procedures for the conduct of enlisted initial entry training (IET).

Applicability. This regulation applies to all active Army, United States Army Reserve, and Army National Guard enlisted IET conducted at service schools, Army training centers, and other training activities under the control of Headquarters (HQ), TRADOC and to all personnel, military and civilian, under the control of HQ TRADOC, who interact with Soldiers undergoing IET conducted on an installation, the commander of which is subordinate to, and within the supervisory chain of the Commanding General, TRADOC. Paragraph 2-4 of this regulation prescribes punitive actions and violations that may subject offenders to judicial or non-judicial punishment under Article 92 of the Uniform Code of Military Justice. This regulation applies only to TRADOC personnel. TRADOC subordinate commanders who are also installation commanders should issue local regulations or incorporate into pre-existing local regulations, the appropriate punitive provisions of TRADOC Regulation 350-6 as effective on their installations in order to protect Soldiers in training and preserve good order and discipline.

Proponent and exception authority. The proponent of this regulation is the TRADOC Deputy Commanding General–Initial Military Training (DCG-IMT) (ATCG-MT), 11 Bernard Road, Fort

*This regulation supersedes TRADOC Regulation 350-6, dated 8 May 2007 and TRADOC Form 350-6-1-R-E, dated May 2007.

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Monroe, VA 23651. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority in writing, to a division chief with the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through higher headquarters to the policy proponent.

Army management control process. This regulation contains management control provisions in accordance with AR 11-2, but it does not identify key management controls that must be evaluated.

Supplementation. Supplementation of this regulation and establishment of command and local forms is prohibited without prior approval from the TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651.

Suggested improvements. Users are invited to send comments and suggested improvements on Department of the Army Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651.

Distribution. This publication is available only on the TRADOC Homepage at <http://www.tradoc.army.mil>.

Summary of Change

TRADOC Regulation 350-6

Enlisted Initial Entry Training Policies and Administration

This major revision, dated 1 July 2009-

- o Changes proponent of this regulation, supplementation approval, and submission of improvement suggestions to U.S. Army Training and Doctrine Command Deputy Commanding General-Initial Military Training.
- o Updates responsibilities (para 1-4).
- o Prescribes U.S. Army Training and Doctrine Command Form 350-6-2 (Soldier Assessment Report (Initial Entry Training Soldiers)) (para 1-4c(9)).
- o Updates approval authority for basic combat training program of instruction (para 1-4d(1)).
- o Updates coordination requirements for U.S. Army Training and Doctrine Command Pamphlet 600-4 (para 1-4d(3)).
- o Updates approval authority for fast track programs (para 2-1a(4)(d)).
- o Updates language for Phase III privileges (para 2-2b(5)(c)).
- o Adds guidance for corrective training (para 2-3).
- o Updates approval authority of this regulation to the U.S. Army Training and Doctrine Command Commanding General due to the Uniform Code of Military Justice approval authority requirements (para 2-4).
- o Updates prohibited practices to include all prohibited punitive practices from treatment of initial entry training Soldiers and fund-raising in initial entry training (paras 2-4j and 3-51).
- o Adds outcome-based training strategy (para 3-1b).
- o Updates approval authority for field training exercise exceptions to policy (paras 3-1h and 3-20c).
- o Updates when multiple duties may be performed after lights out (para 3-7a(3)).
- o Updates concurrent training requirements (para 3-11).
- o Add requirement for daily platoon level after action reviews (para 3-13b(1)).

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- o Adds requirement that advanced individual training proponents must gain approval of their warrior tasks and battle drill reinforcement lists (para 3-16).
- o Updates when inter-unit competitions are acceptable (para 3-25c).
- o Adds guidance on preventing communicable illnesses (para 3-35).
- o Adds guidance on managing outbreaks of communicable illnesses (para 3-36).
- o Updates list of field sanitation team equipment (table 3-2).
- o Updates guidance on hearing conservation program (para 3-39).
- o Updates military occupational specialty security clearance requirements (table 3-3).
- o Adds requirement for commanders of Phase IV and beyond to ensure their female Soldiers comply with female specific readiness requirements (para 3-38c).
- o Updates approval authority of programs of instruction for leader and cadre development courses (para B-3a).
- o Updates reporting requirements of attendance at leader and cadre development courses (para B-5).
- o Updates functional responsibility for fitness training unit policy (para G-2a).
- o Adds guidance for supervising Soldiers on quarters (para H-5).
- o Adds guidance for updating hearing readiness in the medical protection system (para H-9a(3)).
- o Updates approval authority for exception to policy regarding separate and secure requirements at interservice training units (paras L-3k and L-7).
- o Adds advanced individual training platoon sergeant program (app M).
- o Incorporates change 1, dated 27 August 2007 and change 2, dated 16 November 2007.
- o Updates organizational names, terms, and administrative changes, such as office symbols, references, and uniform resource locators (throughout the regulation).

This rapid action revision, dated 8 May 2007-

- o The Deputy Commanding General for Initial Military Training directed this regulation change to provide commanders greater authority and freedom to make decisions.

- o Adds language in the applicability statement to include all personnel under the control of Headquarters, U.S. Army Training and Doctrine Command, identifies paragraph 2-4 as punitive and limits this regulation to only those personnel in U.S. Army Training and Doctrine Command and U.S. Training and Doctrine Command subordinate commanders.
- o Identifies prohibited practices, which are punitive in nature and may subject the offender to disciplinary action (para 1-1).
- o Adds authority of additional training as directed by Headquarters, U.S. Army Training and Doctrine Command (para 1-4a(9)).
- o Moves paragraph 1-4b(7) to 1-4b(6) and changes content to reflect a cadre wellness program, identifies drill sergeant wellness program in TRADOC Regulation 350-16.
- o Changes the mission and transformation content to identify Deputy Commanding General for initial military training's philosophy (para 1-5).
- o Deletes content and identifies five color phases of initial entry training (para 2-1a).
- o Adds language through the soldierization process to the end of the first sentence (para 2-1a(1)).
- o Adds language specific to the beginning of the last sentence (para 2-1a(1)).
- o Updates table initial entry training phases, training goals and privileges (tables 2-1 and 2-2).
- o Corrects field training exercise length to a minimum 120 hours per the training support package and deletes redundant language pertaining to rite of passage ceremony (para 2-1a(3)).
- o Clarifies pass and privately owned vehicle travel (para 2-2b(5)(a-c)).
- o Changes language to upon completion of Phase IV of advanced individual training and the advanced individual training portion of one station unit training, Soldiers are granted privileges up to and including permanent party like privileges (para 2-2(7)).
- o Updates prohibited practices to include all prohibited punitive practices from treatment of initial entry training Soldiers and fund-raising in initial entry training (para 2-3).
- o Moves Schofield's definition of discipline to the glossary from chapter 2.
- o Clarifies drill sergeant suspension; Manual for Courts Martial for definition of preliminary inquiry, clarifies suspension of drill sergeant and suspension of special duty assignment pay in accordance with Army Regulation 614-200, and moves definition of terms to glossary (para 2-5).
- o Clarifies the physical security measures (para 2-7).

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- o Adds Army combat uniform as travel uniform (para 2-9).
- o Identifies advance rifle marksmanship in (para 2-10i).
- o Changes sample suicidal behavior memorandum to a figure (fig 3-1).
- o Updates reference for company starts in Army Regulation 612-201, grants commanders authority to change graduation dates to support operational requirements (para 3-5).
- o Deletes reference to AIMS-PC, uses current automated database to eliminate the need for changes due to software updates (para 3-9).
- o Changes make-up training to add constructive credit to place emphasis on standards (para 3-10).
- o Updates to give commanders discretion to establish “Dear colonel/chaplain” letter (para 3-13e).
- o Updates warrior task and battle drill charts to web links (para 3-16).
- o Updates weapons immersion training will be reinitiated in AIT at least one week prior to the field training exercise (para 3-17d).
- o Reorganizes the text encouraging promotions, in accordance with Army Regulation 600-8-19, to reduce emphasis on competitions (para 3-25).
- o Updates billeting requirement for reclassified and prior service to not be billeted with initial entry training Soldiers (para 3-26(c)(4)).
- o Moves medical definitions to the glossary, deletes non-directive language, and other medical issues moved from paragraph 3-31 to appendix H.
- o Updates separation actions for company commander to notify Soldier that separation actions, under chapter 11, have been initiated and the Soldier will be discharged within 14 calendar days (para 3-46(b)).
- o Adds EXODUS guidance to commanders and term winter block leave to EXODUS (para 3-52).
- o Moves guidance to initial entry training commanders in reference to the hometown recruiter assistance program (para 3-53).
- o Adds guidance to use 1-1-1 assessment in establishing ability groups (para 4-3c).
- o Expands guidance for assignment to physical training rehabilitation program (para 4-4).
- o Corrects appendix A by deleting Field Manual 100-14 and adding Field Manual 5-19.

- o Corrects appendix B by deleting B-1a(2) and (3) redundant to paragraph 3-27a(3) and moved content from B-1b to B-1a (para B-1).
- o Includes cadre training matrix; provides a quick reference table identifying personnel for attendance in cadre training courses (table B-1).
- o Removes the confidence obstacle course from appendix E; redundant to Field Manual 21-20 and training support package.
- o Clarifies levels of medical support; table has been reduced to quick, easy reference to medical support required (table H-1).
- o Removes figures H-5 through H-19.
- o Removes the heat casualty and injury prevention from appendix J; redundant to U.S. Army Training and Doctrine Command Regulation 350-29, graphic training aid 5-8-22.
- o Figures and tables have been added and updated.

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Chapter 1

Introduction

1-1. Purpose

This regulation prescribes U.S. Army Training and Doctrine Command (TRADOC) guidance, policies, procedures, and responsibilities for managing and conducting enlisted initial entry training (IET). Enlisted IET consists of basic combat training (BCT), one station unit training (OSUT), advanced individual training (AIT), and any other formal Army training received prior to the awarding of an initial military occupational specialty (MOS) (for example, English language training (ELT)). This regulation also supports the design, development, and execution of all IET programs of instruction (POIs), as well as AIT for MOS training for prior service enlisted Soldiers and noncommissioned officers (NCOs). This regulation also identifies prohibited practices, which are punitive in nature and may subject the offender to disciplinary action.

1-2. References

Referenced and related publications and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

- a. Deputy Commanding General-Initial Military Training (DCG-IMT) (ATCG-MT) will-
 - (1) Establish policy for conduct of IET.
 - (2) Manage the IET program.
 - (3) Assess IET programs for compliance and consistency.
 - (4) Conduct conferences, video teleconferences (VTC), assistance visits, and inspections, as required, in the execution of IET management and evaluation responsibilities.
 - (5) Conduct and host an annual commandants conference to identify challenges, share best practices, and consider adaptations to TRADOC initial military training.
 - (6) Conduct and host two IET brigade commander/command sergeant major (CSM) conferences each year.
 - (7) Assess implementation of IET policy and TRADOC regulations at IET sites.
 - (8) Approve the BCT POI and course materials submitted by the proponent.
 - (9) Approve the U.S. Army Drill Sergeant School (DSS) POI and course material submitted by the DSS proponent.

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(10) Approve the TRADOC IET Brigade/Battalion Pre-Command Course (PCC), Company Commander/First Sergeant Course (CCFSC), cadre training course (CTC), support cadre training course (SCTC), and installation staff contractor training course (ISCTC), and additional training as directed by Headquarters (HQ) TRADOC, POI, and course material submitted by the proponent.

(11) Review composite risk management and environmental composite risk management integration into training products, and assess the validity of proposed control measures during annual safety evaluations.

(12) Review and approve infrastructure requirements necessary to support training outlined in POIs (for example: ranges, classrooms, training aids, devices, simulators, and simulations).

b. Commandants, TRADOC service schools will-

(1) Develop and provide training support package (TSP) and Training Requirements Analysis System (TRAS) documentation, POIs, lesson plans, and other instructional material, as required, in accordance with (IAW) [TRADOC Regulation \(TR\) 350-70](#), part VI. Proponents for OSUT will integrate BCT core training into their OSUT POIs.

(2) Establish and maintain a working relationship through visits, conferences, VTCs, and correspondence with Army training center (ATC) commanders, service school commandants, and training division commanders conducting training in courses for which they are the designated proponent.

(3) Manage the quality assurance program IAW TR 350-70, part III to evaluate the training program effectiveness for which they are proponents. Evaluation will include a thorough assessment of feedback from the field, as well as an assessment of teaching methods being used at course sites.

(4) Manage an effective mission oriented safety program that integrates composite risk management into all activities and training, in order to protect personnel, facilities, equipment, and materiel under their charge, as well as, the public and natural environment from hazards and accidents.

(5) Identify and validate POI infrastructure requirements and submit to TRADOC DCS G-3/5/7, Army Force Generation (ARFORGEN) Operations Directorate (AOD) (ATTG-TRI-M), Building 259, 351 Fenwick Road, Fort Monroe, VA 23651 for approval.

(6) Establish a wellness program for cadre in the IET environment. A drill sergeant (DS) wellness program will be established IAW [TR 350-16](#). This may also be used as a guide to establish cadre wellness programs.

(7) Conduct other IET programs as directed by the Commanding General, TRADOC.

(8) Ensure records (hardcopy or electronic) created and/or received in the course of doing Army business are maintained IAW AR 25-400-2.

c. The senior IET commander at each TRADOC subordinate command and non-TRADOC organization will-

(1) Ensure designated courses are taught IAW approved lesson plans and training materials developed by the proponent. This includes application of IET training strategy and methods outlined in TR 350-70, chapter III-2 and this regulation.

(2) Assist service schools and other course proponents in the design and development of courses taught in the ATC IAW TR 350-70, part VI.

(3) Provide feedback and make recommendations to change training content, such as methods of instruction and sequencing.

(4) Continually evaluate training effectiveness and enforce training standards.

(5) Ensure cadre and support personnel attend the appropriate training courses IAW paragraph 3-2 and table B-1 of this regulation.

(6) Maintain a list, by position, of who must attend SCTC and ISCTC and submit to proponent at Leader Development Training and Training Support Office (Victory University) (ATZJ-DTD), Building 3300 Magruder Ave, Fort Jackson, SC 29207-5000.

(7) Establish responsibility, at the appropriate level of command, for conducting preliminary inquiries, making credibility determinations, and documenting and maintaining records of serious incident reports (SIRs) and operations reports (OPREPs).

(8) Submit SIRs IAW Army Regulation (AR) [190-40](#) and OPREPs IAW [TR 1-8](#) to TRADOC DCS, G-3/5/7, Current Operations (G-33) (ATTG-OPA). Reporting procedures outlined in TR 1-8 do not replace the reporting procedures as outlined in AR 190-40. Parallel reports are often required due to separate reporting channels.

(9) Ensure TRADOC Form 350-6-2 (Soldier Assessment Report (Initial Entry Training Soldiers)) is completed during each phase of training and included in the soldier's training packet upon graduation.

d. Commander, Basic Combat Training Center of Excellence (BCTCoE) as the proponent for BCT will-

(1) Develop a stand-alone, non-OSUT BCT POI IAW TR 350-70 and submit through TRADOC DCS, G-3/5/7, AOD (ATTG-TRI-M), 351 Fenwick Road, Fort Monroe, VA 23651 to DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651 for approval. Identify BCT core training that is integrated into OSUT POIs. The BCT core training is documented in a separate appendix in the OSUT POI.

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(2) Conduct and host an annual BCT conference.

(3) Revise [TRADOC Pamphlet \(TP\) 600-4](#) as necessary, in coordination with (ICW) all TRADOC branch proponents and TRADOC DCG-IMT (ATCG-MT), and provide a copy to the Army Training Support Center (ATSC) (ATIC-DCO), Building 1726, Fort Eustis, VA 23604 for publication and distribution annually.

e. Commandant, U.S. Army Infantry School (in regard to BCT, OSUT, and AIT) will-

(1) Serve as the proponent for warrior tasks and battle drills (WTBD).

(2) Design the education and training for those warrior tasks selected for training in BCT.

(3) Evaluate new equipment for use in BCT in conjunction with the appropriate proponents.

f. Commander, Defense Language Institute English Language Center (DLIELC), English as a second language (ESL) course will adhere to TRADOC policies in appendix C when training pre-BCT/OSUT Soldiers.

g. Commander, Defense Language Institute Foreign Language Center (DLIFLC) will adhere to the policies outlined in appendix D.

1-5. Mission and transformation

The mission of enlisted IET is to transform volunteers into Soldiers who have demonstrated the requisite character and values, possess a warrior spirit, are competent and confident in their warfighting and technical skills, and who can successfully contribute to their first unit of assignment.

a. Desired end state of transformation, Soldier will-

(1) Understand, accept, and live by the Army Values and Warrior Ethos.

(2) Possess self-discipline, and be adaptable and flexible.

(3) Be capable of identifying and solving problems appropriate to their position and responsibility.

(4) Willingly subordinate self to the mission and fellow Soldiers.

(5) Be able to operate effectively under stress.

(6) Be proud of and committed to their profession.

(7) Be physically fit.

(8) Be proficient in WTBDs and MOS-related technical skills.

(9) Comply with Army traditions, customs/courtesies, and fundamental Soldier skills and responsibilities.

b. Definition of transformation. The deliberate physical and psychological development/progression of a person with an uncertain set of values and level of commitment, discipline, and knowledge of the Army into a contributing member of this profession who demonstrates an appropriate level of commitment, discipline, task proficiency, and adherence to the Army Values.

c. Principle of transformation. Transformation is the continual process with expected levels of progression at major (specific) phase points. The desired changes in a person undergoing acculturation in the Army, referred to as transformation, are the result of a consistent application of the following critical concepts.

(1) Immersion in an environment that is the embodiment of all that the Army stands for, including values, personal conduct, self-discipline, motivation, and task performance. Application of this critical concept ensures Soldiers learn through the example of everyone with whom they have contact and every activity in which they participate in or observe. Consistently and broadly applied, this environment will demonstrate the practical application of the Army Values and serve to establish the Army's standards for conduct, discipline, and relationships. The leaders and trainers Soldiers observe during their IET experience are the only examples of proper conduct and performance Soldiers have been exposed to, and thus their example must always be consistent with our highest standards. Where the desired environment is in contrast to a Soldier's background or experience, it provides the basis for positive change, exemplifying in meaningful ways what is required to be a successful Soldier. When a Soldier's environment or behavior differs from the desired actions, an opportunity is provided for leaders to discuss or demonstrate the Army's expectations and standards. Applied over time, this immersion provides the opportunity for Soldiers to observe Army Values are put into practice, how Army standards apply in performance and discipline, and provides for a fundamental change in human behavior. It provides leaders the opportunity to relate attitude and behavior to individual and collective performance in real terms. Everyone a Soldier sees and senses, and everything they do establishes the environment. In order to be effective, all leaders and trainers must comply with the Army's highest standards.

(2) Standards. Standards must be clearly communicated, achievable, and enforced consistently and fairly to establish and maintain order. Though this is true throughout the entirety of the Army, nowhere is this more important than during the acculturation of new Soldiers. Standards must be appropriate to the level of soldierization and adjusted in time to ensure achievability and show progression throughout the training process. Throughout, standards must be consistently and equitably enforced, or the Soldier will perceive that failure to achieve the standard has no meaning or consequence.

(3) DS and leader. The most influential aspect in the new Soldier's transformation is the DS and leader. The DS/leader must provide the living, breathing example of the Army Values, beliefs, and fair and equitable performance measures. The DS/leader is the embodiment of "be,

know, do”, radiating the message to the IET Soldier that “I am the proud example of our Army; follow me and I will do everything I can to assist you to meet our standards and achieve your goals.” The DS/leader identifies and enhances the positive traits the Soldier has brought to the Army, assists the Soldier in overcoming his/her weaknesses, and reinforces the trust and commitment the Soldier has already demonstrated by joining the Army.

(4) Team approach. Each Soldier is made to feel as a valued member of a team. In the end, the Army is a large team comprised of many smaller ones, all sharing common goals, standards, and culture. Each Soldier must be a meaningful part of the team in which they are placed. In order to build the team upon which the Army depends, each Soldier must be made to feel a part of it and that their particular contributions are valuable to the greater effort.

(5) Adherence to standards as a result of self-discipline, rather than imposed discipline. By the completion of IET, every Soldier should know the Army’s standards and comply with them because of their full adoption of Army Values and their embodiment within the individual Soldier, not simply as a way to avoid punishment. The IET process is designed to clearly demonstrate the Army’s standards and values through role models (DS, platoon sergeant (PSG), cadre, etc), practical instruction, and situational exercises. This demonstration should imbue adherence in the early phases of training through immediate corrective action and “total control,” but overt observation and enforcement should be gradually relaxed throughout training to grant Soldiers the opportunity to demonstrate that their self-discipline comes from acceptance of shared Army Values. Recognition of the value of each Soldier surrendering selfish whims and poor behavior for the good of the unit is a crucial point in the transformation from civilian to Soldier. It is essential that every Soldier demonstrate acceptance of this prior to departure from the IET environment.

(6) Gradual restoration of normal privileges. In order to create an environment where Army standards of discipline and conduct can be clearly demonstrated and enforced, numerous privileges associated with normal Army life are withdrawn upon entry in IET. This is not simply a rite of passage, but rather is part of an intricate process designed to teach discipline and subordination of self to a greater purpose. In order for the process to be complete and assure the orderly transition from IET to a standard Army unit, it is appropriate to gradually restore full privileges, consistent with individual Soldier ability to demonstrate adherence to standards. The goal is to complete the original purpose of privilege revocation, that each Soldier demonstrates the ability and willingness to adhere to the Army’s standards by gradually restoring the privileges in a relatively controlled environment where self-motivated adherence to the standards can be rewarded and failure to adhere can be corrected. This takes advantage of the control inherently possible within the IET environment and ensures confidence that Soldiers leaving the controlled environment can and will act within the Army’s standards.

(7) Continual assessment and modification of tasks, activities, and conditions to accommodate differences in initial ability and encourage progression. Soldiers enter IET with different abilities and characteristics and progress through the transformation experience at different rates, therefore, an assessment based strategy similar to that employed for physical development is appropriate for all facets of the Soldier’s development. An assessment based strategy involves two steps; first, develop and conduct assessments; second, modify the plan (tasks, activities, and conditions) to align with a Soldier’s progress as appropriate. While

effectively employing this type of strategy for those components that can be easily assessed by objective measures, such as the Army physical fitness test (APFT) or weapons qualification, assessment of more difficult to measure components of the transformation should also be conducted. Self-discipline and privileges highlights this type of assessment based strategy for difficult to measure components. Using this approach to Soldier transformation enhances the ability of leaders at every level to ensure Soldiers achieve the required psychological and physical standards. It also enhances our ability to appropriately challenge every Soldier during their IET experience.

(8) Strive to reach the performance level of individual capability and potential. Every Soldier enters the Army with an individual redundant set of goals, expectations, and level of commitment. They also have different levels of capabilities and potential. The minimum standard for performance, in conduct and discipline, as well as proficiency is well established, but it is just that, a minimum standard. The goal should be to challenge each Soldier to reach their individual level of capability. In easily quantifiable tasks, such as physical fitness and rifle marksmanship, this is relatively easy to measure and to motivate toward, but it applies equally to more difficult to measure areas, such as motivation and conduct. Leader actions and the overall training environment should contribute to the expectation of every Soldier performing to their full potential and creating a level of stress on Soldiers who are not fully performing.

(9) Stress in training should result from task accomplishment and meeting standards, not from leaders. Stress experienced by Soldiers in IET is natural, and to an extent, is desired. Stress is not desired for its own sake or because we simply want stress. The standards of performance and conduct should be high enough that every Soldier must exert effort to meet it. Any stress involved in that exertion must be due to meeting the standard, not from a stressful environment.

(10) Primary behavioral learning method in IET is through observation requiring consistent leadership by example. The IET environment fosters learning through observation, making it critical for leaders and trainers embrace the “do as I do” mentality. Soldiers will observe those with experience during day to day activities and through specific training tasks. Leaders must understand and acknowledge that Soldiers are observing their actions constantly. The proper example signifies there is only one standard; it also reinforces that all Soldiers, leaders included, are expected to maintain these standards. Anything less than the proper conduct and performance will force new Soldiers to question the importance of the Army Values.

(11) The desired IET environment and leadership techniques employed should be consistent with those desired in other Army organizations. In all organizations across the Army, leaders are expected to accomplish assigned missions while taking care of their Soldiers, leading by example and constantly and consistently developing their subordinates. The IET environment is the same, leadership styles should mirror those executed in past assignments. Utilizing Army wide concepts in IET, DSLs will ensure Soldiers learn to properly acknowledge all leaders in the appropriate manner. Incorrectly implemented, the IET environment can create the view that training cadre are treated differently than other leaders of equal grade and authority. This will only confuse Soldiers at the initial stages of their career.

(12) Teaching and educating Soldiers is valued equally with training them. Soldiers inherently desire to understand why things are done in certain ways in the Army and their IET experience should provide that basis of understanding. The Army desires Soldiers who are flexible, adaptive, and thinking; this can be achieved by ensuring that tasks are understood, and more importantly, DSLs teach why activities and tasks are executed in a specific manner. Soldiers learn through education and action, rather than strict obedience to orders. While the discipline gained by quickly reacting to orders is important, it can be overstated when viewing how well tasks are learned and understood. Teaching and educating new Soldiers about the “why” of how we do things; the fundamental basis and underlying reasons behind unique Army methods and techniques is necessary to fully equip them for service. This education conveys caring and interest in their full preparedness and well-being. Education creates a better understanding of operations, equipment, traditions, and daily activities and will develop stronger commitment to the Army and the IET leadership and will improve the Soldiers transition into the first duty assignment. Leaders demonstrating commitment to each new Soldiers at the individual level, is a key component of fostering commitment to the Army and the team it represents.

d. The concepts above all combine to foster an environment conducive to creating lasting change, while facilitating training, education, and character development. This environment accommodates Soldiers from a wide range of backgrounds, skills, motivation, and commitment, because it is focused on the individual rather than on execution of a rote process. The IET process provides the context for focus on individual Soldiers in a large group setting, while providing opportunity for teaching, education, and training.

e. The ultimate goal is to have a seamless transition when a Soldier reports to the first unit of assignment. Success in this endeavor is accomplished when an encouraging, learning environment is created, bolstered by clearly stated high standards, and executed by well organized and efficiently leaders who exemplify the best in the Army.

1-6. Initial entry training (IET) graduation requirements

Every IET Soldier is required to meet the qualification requirements specified in the course student evaluation plan (SEP) and other appropriate course documentation. These requirements include, but are not limited to:

a. BCT and Phases I through III of OSUT:

(1) Complete the APFT with a minimum of 50 points in each event (waiverable only if Soldier passed diagnostic APFT).

(2) Participate in the prescribed weapons immersion program (safe handling and maintenance) and qualify with individual weapon.

(3) Pass all end of cycle requirements (Phases I through III).

(4) Complete obstacle and confidence courses as prescribed in the appropriate TSP and [Field Manual \(FM\) 21-20](#).

- (5) Complete bayonet and pugil training as prescribed in the appropriate TSP.
 - (6) Complete combative (react to man-to-man contact) training as prescribed in the appropriate TSP.
 - (7) Throw two live hand grenades.
 - (8) Complete the protective mask confidence exercise IAW the appropriate TSP.
 - (9) Complete foot marches as prescribed in the appropriate TSP.
 - (10) Complete tactical field training and field training exercises (FTXs) required by this regulation and appropriate TSP.
 - (11) Complete WTBDs as prescribed in the appropriate TSP.
 - (12) Complete a convoy live fire exercise (CLFX).
 - (13) Conduct urban operations.
 - (14) Complete combat lifesaver certification.
- b. AIT and Phases IV and V of OSUT:
- (1) Pass the APFT with a minimum of 60 points in each event, (waiverable only if Soldier passed diagnostic APFT).
 - (2) Pass end of cycle requirements.
 - (3) Demonstrate proficiency of MOS specific critical tasks as identified by the proponent school, and as prescribed in the appropriate TSP.
 - (4) Complete foot and tactical foot marches IAW this regulation and the appropriate TSP.
 - (5) Complete tactical field training outlined in this regulation and the appropriate TSP.
 - (6) Ordnance, transportation, military intelligence, signal, and quartermaster MOSs complete CLFX. All other MOSs will conduct convoy training IAW this regulation and the appropriate TSP.
 - (7) AIT courses will conduct advanced rifle marksmanship (ARM). Courses longer than 23 weeks will conduct weapons qualification and training as prescribed in the appropriate TSP. Use of 300 meter range is the standard for qualification. If a 300 meter range is not available, AITs may use a 25 meter range.
 - (8) Conduct urban operations training as prescribed in the appropriate TSP.

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(9) Conduct combative (react to man-to-man contact) training as prescribed in the appropriate TSP.

(10) Complete the WTBD directed by proponent and approved by DCG-IMT.

(11) Participate in the prescribed weapons immersion (safe handling and maintenance of individual weapon) program.

(12) Be prepared to contribute to the successful mission accomplishment of the first unit of assignment and operate effectively in a contemporary operating environment.

Chapter 2

Conduct of IET

2-1. Phased training

IET is conducted in a five phase soldierization program. Phases and associated goals provide intermediate objectives to give common direction and serve as milestones during IET. The training cadre informs IET Soldiers of the goals and standards for each phase of training. Movement from each phase forward is viewed as a "gate" for each Soldier. The training cadre evaluates each Soldier's performance by the standards for each phase before advancing them to the next phase.

a. The five phases of IET are "Red," "White," and "Blue" which are associated with BCT and the BCT portion of OSUT, and "Black" and "Gold," which are associated with AIT and the AIT portion of OSUT. The senior IET commander can adjust the established phase length to ensure Soldiers are trained to the course standards. The five training phases and associated goals and privileges are shown in tables 2-1 and 2-2.

Table 2-1
IET phases and training goals

Phase		I	II	III	IV	V	V+
		Basic combat training (BCT)			Advanced individual training (AIT)		
		One station unit training (OSUT)					
Goals	Weeks	1 through 3	4 through 6	7 through 9	10 through 13	14 through 20	21 through completion
Pass phase training		X	X	X	X	X	
Conform to standards		X	X	X	X	X	X
Operate as a team member		X	X	X	X	X	X
Master basic skills		X	X	X	X	X	X
Develop physical fitness		X	X	X	X	X	X
Demonstrate self-discipline			X	X	X	X	X
Demonstrate the capability to cope with stress		X	X	X	X	X	X
Immerse in Army Values		X	X	X			
Demonstrate Army Values				X	X	X	X
Qualify with rifle			X				X
Pass APFT							
Conduct CLFX							
Conduct urban operations							
Conduct combatives							
Conduct WTBD							
Complete POI requirements				X ¹	X	X	X

¹BCT requirement for APFT is 50 points per event.

Table 2-2
IET phases and privileges¹

Phase		I	II	III	IV	V	V+
		Basic combat training (BCT)			Advanced individual training (AIT)		
		One station unit training (OSUT)					
Privileges ¹	Level of supervision	Total control	Reduced control	Reduced control	Reduced control	Reduced control	Similar to permanent party
Total control		X					
Restricted to company area		X					
Escorted to by DS		X					
Brigade area passes			X ²	X ²	X ²	X ²	X
On post pass				X ²	X ²	X ²	X
Off post pass				X ²	X ²	X ²	X
Overnight pass					X ²	X ²	X
Wear civilian clothes					X	X	X
Cell phones, pages, electronic devices					X	X	X
Drive or ride in privately owned vehicle (POV)/rental vehicle		Paragraph 2-2b(5)(a)	Paragraph 2-2b(5)(b)	Paragraph 2-2b(5)(c)	X	X	X
Alcohol or tobacco use for Soldiers (of legal age)		Paragraph 2-2b(5)(a) ³	Paragraph 2-2b(5)(b) ³	Paragraph 2-2b(5)(c) ³	X ³	X ³	X ³

¹ Privileges are earned, granted, reduced, or modified at the commander's discretion based on Soldier performance and discipline.

² During passes for phases II through V, all IET Soldiers should utilize the battle buddy system except when accompanied by family members.

³ Not in the presence of IET Soldiers.

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(1) Phase I (Red). This phase encompasses weeks 1 through 3 of IET and consists of an environment of total control, where active, involved, positive DSLs begin transforming volunteers into Soldiers through the soldierization process. Training is focused on immersion in the Army's core values, traditions, Warrior Ethos, and ethics; the development of individual basic combat skills; teamwork and physical training (PT). Specific goals for Soldiers in Phase I include, but are not limited to:

- (a) Pass all Phase I training.
- (b) Pay strict attention to detail.
- (c) Conform to established standards.
- (d) Begin to work effectively as a team member.
- (e) Familiarize on basic Soldier skills.
- (f) Maintain individual and platoon areas.
- (g) Develop physical fitness consistent with time in training.
- (h) Demonstrate the capability to operate effectively in a stressful environment.

(2) Phase II (White). This phase encompasses weeks 4 through 6 of IET and is centered on the development of basic combat skills, with special emphasis on weapon proficiency and PT. At this phase, Soldiers are provided limited responsibilities and privileges commensurate with demonstrated performance. Soldiers continue to receive instruction on Army Values, Warrior Ethos, ethics, history, and traditions. Specific goals for IET Soldiers in Phase II include, but are not limited to:

- (a) Pass all Phase II training.
- (b) Conform to established standards.
- (c) Display self-discipline.
- (d) Qualify with the M16A2 rifle or assigned weapon.
- (e) Develop physical fitness consistent with time in training.
- (f) Continue to develop capability to work as a team member.

(3) Phase III (Blue). This is the last phase of BCT and encompasses weeks 7 through 9 of IET. This phase concentrates on individual tactical training, increased Soldier responsibilities, opportunities to prove increased self-discipline, and demonstration of teamwork. This phase culminates with the application of all the skills learned in BCT during a minimum 120 hour FTX.

An appropriate "rite of passage" ceremony commemorates successful demonstration of all BCT skills marking the transformation from volunteer to Soldier upon the completion of BCT or the BCT portion of OSUT. Soldiers satisfying all requirements to complete BCT are awarded the black beret. Specific goals for Soldiers in Phase III include, but are not limited to:

- (a) Conform to Army standards.
 - (b) Complete the APFT to BCT standard (50 points each event).
 - (c) Complete all BCT POI requirements.
 - (d) Demonstrate the ability to think, look, and act like a Soldier without detailed supervision.
 - (e) Demonstrate knowledge of the Army's Values, Warrior Ethos, history, heritage, and traditions.
 - (f) Demonstrate the capability to operate effectively as a team member.
 - (g) Demonstrate proficiency of the WTBD.
 - (h) Master basic Soldier skills.
- (4) Phases IV, V, and V+ of IET occur in AIT and the AIT portion of OSUT. Increased emphasis on personal responsibility and accountability characterize these phases. Privileges in AIT are granted IAW paragraph 2-2b(6) of this regulation. IET Soldiers receive reinforcement training on Army Values and teamwork, and an introduction to the history, heritage, and traditions of their specialty branch. This emphasis and the focus on MOS skills further develop Soldier skills and prepare the Soldier for first unit of assignment.
- (a) Phase IV (Black). This phase begins on the first training day of the first week of AIT or weeks 10 through 13 of OSUT. Reduced supervision by DSs, reinforcement training on common skills, values, and traditions taught in BCT, and increased emphasis on MOS tasks characterizes this phase. Upon arrival at the AIT unit, IET Soldiers starting AIT will receive initial counseling. This session is used to establish goals consistent with the Soldier's MOS training requirements, as prescribed in the appropriate POI and this regulation. Counseling will continue throughout AIT keeping the Soldier informed of their progress.
- (b) Phase V (Gold). This phase begins the fourth week of AIT or weeks 14 through 20 of OSUT. Reinforcement training on common skills, training, and evaluation of MOS skills, a leadership environment that simulates the environment in an operational unit, and a culminating tactical FTX that integrates WTBD and MOS tasks characterize this phase. This exercise is designed to reinforce the basic combat skills learned in BCT, applicable to the Soldier in the execution of MOS related duties in a tactical field environment.

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(c) Phase V+. This phase begins week 21 through the completion of AIT and week 21 through completion of OSUT. Phase V+ Soldiers are billeted separately from other IET Soldiers, and at the commanders' discretion may be granted privileges approximate to those held by permanent party Soldiers. At TRADOC subordinate commands, where separation from other IET Soldiers is not possible, use of alcohol and tobacco is restricted, IAW paragraph 2-12 of this regulation. Graduates of IET that attend follow-on training prior to arriving at the gaining unit are billeted separately from other IET Soldiers, if possible.

(d) IET commanders may implement fast track programs as described in appendix E. Commanders may use the fast track programs to recognize Soldiers who exceed course standards and provide opportunities to them for additional MOS training and early promotion. Commanders must have approval of their fast track programs from TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651 before implementation.

(5) Graduation from OSUT/AIT signifies successful completion of the first five phases of the soldierization program. Units conducting AIT will conduct an appropriate branch pinning ceremony in conjunction with awarding the MOS.

b. The following formal counseling requirements must be met for all IET Soldiers:

(1) Individual counseling should be conducted within 72 hours of arrival at the training unit and continued throughout training to keep the Soldier informed of their progress.

(2) Counseling at the conclusion of each training phase.

(3) Counseling on the provisions for additional training, when they are not able to meet established standards and requirements (for example, new start, rehabilitative transfer, remedial training).

(4) All performance and professional counseling is documented on Department of the Army (DA) Form 4856 (Developmental Counseling Form).

c. Schools may use phase banners to distinguish a platoon's phase of training and recognize the passage of a platoon from one phase to another. Guidons are not authorized at the IET platoon level IAW AR 840-10, chapter 6.

(1) Local programs are established to govern the awarding, carrying, and displaying of platoon banners.

(2) Banners are attached to a standard 7 foot flagstaff (marker and marker pennant's flagstaff). The flagstaff head (finial) is an acorn, to distinguish it from the company guidon.

(3) Banners are made of nylon bunting.

(4) Banners are solid colors representing the phase as defined in paragraph 2-1a.

(5) Banners are swallow tailed in shape. The finished dimensions are 18 inches high by 30 inches wide, with the "V" 5 inches deep. The hem on the 18 inch straight side will provide a pocket designed to fit a flagstaff. The other hems are 1 inch deep.

(6) In AIT, where IET platoons include Phase IV and Phase V Soldiers in the same platoon, the senior IET commander (lieutenant colonel or higher) is authorized to exempt those platoons from using phase banners.

(7) The use of platoon and company achievement streamers with the banners to recognize achievement in various training events and activities is authorized.

2-2. Amount and type of control/phase privileges

a. During IET, the cadre leadership should evolve from asserting total control over Soldiers to the point where it duplicates the leadership environment in operational units. This gradual change supports the soldierization program, and allows the DS to gauge each Soldier's self-discipline and maintain or relinquish control accordingly.

b. Privileges/limitations for IET Soldiers.

(1) Privileges granted in IET will support the phased training program, which establishes intermediate goals to facilitate the transformation from volunteer to Soldier. Specific privileges are associated with each phase of training as incentives, and Soldiers are eligible for these privileges as they progress in training. However, the decision to award privileges is based on an individual's performance and the privileges authorized for that specific phase of training. Brigade commanders and school commandants are the approval authority for granting or withholding privileges. Soldiers are granted additional freedom as they demonstrate self-discipline and the ability to accept responsibility. These are privileges, not rights, and as such, are withheld, modified, or withdrawn based upon performance, mission, and program requirements.

(2) Wearing of civilian clothes is strictly limited during BCT. Local standard operating procedures (SOP) will govern attire for BCT Soldiers departing on emergency leave prior to deferred issue. When time and facilities permit, the Soldier is issued a Class A uniform before departing on emergency leave.

(3) The use of telephones during IET, to include cellular and other wireless communication devices, is a privilege. IET brigade commanders will establish local policy for their use by IET Soldiers. Soldiers will not carry electronic devices to formation, training, or class unless authorized by the commander. IET Soldiers arriving to the reception battalion (RECBN), BCT, OSUT, AIT, or new duty assignment are given the opportunity to call home within 48 hours of arrival.

(4) BCT Soldiers are prohibited from driving or riding in privately owned vehicles (POVs) and rental vehicles except as defined in paragraph (5).

(5) The following privileges establish guidelines for brigade commanders.

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(a) Phase I (weeks 1 through 3). No passes are permitted and IET Soldiers are restricted to the company area. IET Soldiers are allowed outside the company area only when in formation and escorted by DSs. A DS will escort IET Soldiers in this phase to the post exchange (PX). Soldiers are prohibited from driving or riding in POVs and rental vehicles, consuming alcoholic beverages, and using tobacco products, unless of legal age, possess a valid driver's license, and on authorized leave/absence. All IET Soldiers must maintain the battle buddy system IAW paragraph 2-9. Continuous cadre supervision is enforced during Phase I of IET.

(b) Phase II (weeks 4 through 6). In addition to the privileges authorized in Phase I, passes within the brigade area are authorized. This pass may be extended, at the discretion of the commander, for the use of facilities outside the brigade area. This modification is used as a reward for excellent achievement for the use of theaters, swimming pools, and other facilities offered on the installation. Soldiers are prohibited from driving or riding in POVs and rental vehicles, consuming alcoholic beverages, and using tobacco products unless of legal age, possess a valid driver's license, and on authorized leave/absence. All IET Soldiers must maintain the battle buddy system IAW paragraph 2-9.

(c) Phase III (weeks 7 through 9). In addition to the privileges authorized in Phase II, on post passes are authorized. At the discretion of the commander, IET Soldiers may ride with family members in POVs and rental vehicles during BCT graduation day and OSUT family day. Family members are authorized to transport BCT graduates to assigned AIT sites at the commander's discretion. IET Soldiers should be encouraged to refrain from driving POVs and rental vehicles, consuming alcoholic beverages, and using tobacco products unless of legal age, possess a valid driver's license, and on authorized leave/absence. All IET Soldiers must maintain the battle buddy system IAW paragraph 2-9. Soldiers may receive an off post day pass privilege during graduation day or family day and do not have to use the buddy system when accompanied by an adult family member.

- One day of travel time is allowed for each 350 miles of official distance of ordered travel. If the excess is 51 miles or more after dividing the total number of miles by 350, one additional day of travel time is allowed. When the total official distance is 400 miles or less, one day's travel time is allowed. (See Joint Federal Travel Regulation, paragraphs U3003 Authorized Modes and U3005 Travel Time). Soldiers are not authorized to drive or consume alcohol when being transported.
- Soldiers are to report to AIT on the scheduled report date. Soldiers who are authorized to travel to the AIT location with family members must arrive at the AIT location no later than (NLT) 1800 on the Sunday prior to the scheduled AIT report date.

(6) Phase IV (weeks 1 through 4 of AIT or 10 through 13 of OSUT). Soldiers should be reintroduced to those privileges withheld during Phases I through III in a manner that provides Soldiers the opportunity to demonstrate their ability to handle privileges in a professional manner. Commanders may determine the timeline to reintroduce such privileges.

(7) Upon the completion of Phase IV. Soldiers are granted privileges up to and including permanent party privileges. Privileges may be withheld or withdrawn based on the Soldier's conduct and performance.

(a) AIT Soldiers who pass the initial APFT test with only 50 points in each event will not be authorized to consume alcoholic beverages and tobacco products.

(b) Alcoholic beverages and tobacco products may only be used if the Soldier is of legal age. Alcoholic beverages will not be used within 8 hours prior to reporting for duty. Soldiers granted these privileges will not consume alcoholic beverages or use tobacco products in the presence of those Soldiers who have not been granted these privileges.

(c) AIT Soldiers will wear the proper military uniform while on pass unless the commander allows civilian clothes. A safety briefing will be given to all Soldiers who earn this privilege, prior to departing on pass. Commandants will determine mileage limitations for IET Soldiers on off-post or overnight passes.

(d) AIT Soldiers are included in random drug testing. Soldiers who test positive for drug usage are handled IAW AR 600-85, paragraph 3-7.

(e) Graduates of DLIFLC (see app D) and non-MOS producing phases of training, arriving at AIT (or subsequent phases of AIT), at the discretion of the commander, will retain their previously earned privileges after an initial 72 hour period of reception, integration, orientation, and initial counseling activities.

(f) Soldiers in MOS training who fail to obtain an MOS may retain their previously earned phase privileges after receiving a positive evaluation by the gaining AIT unit. Until the evaluation is complete, the Soldier will start with Phase IV privileges.

(g) Soldiers who have completed AIT and been awarded an MOS shall be considered permanent party Soldiers for purposes of privileges while attending additional skill identifier training.

(8) Normally, IET Soldiers are not granted leave between BCT and AIT, unless they meet one of the following requirements-

(a) Soldiers are attending an AIT course of 24 weeks or longer. These courses have a one week delay built into the Army Training Requirements and Resources System (ATRRS) training schedule between the BCT graduation date and the AIT report date. Soldiers may elect to take up to one week of leave, or report directly to AIT upon graduation from BCT. When the latter is chosen, the losing BCT site will coordinate with the gaining AIT site for early arrival.

(b) Soldiers graduate from BCT in December, with an AIT start in January.

(c) Soldiers taking winter block leave during BCT are not authorized to take any additional leave between BCT graduation and the start of AIT (this includes AIT courses that are 24 weeks or longer).

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(d) Battalion commanders may grant exceptions on a case by case basis. The unit approving the leave will advise the Executive Officer, TRADOC DCS, G-3/5/7, AOD (ATTG-TRI-M) via phone at DSN 680-4366 or commercial 757-788-4366.

(9) Unit commanders may determine privileges for Soldiers attending Pre-BCT (for example, ELT), assigned to a physical training rehabilitation program (PTRP) medical hold company, or attending the Army preparatory school. Such privileges will not exceed those of Soldiers in Phase IV.

2-3. Corrective training

a. Corrective training is for Soldiers who have demonstrated that they need, and would benefit from, additional instruction or practice in a particular skill. Corrective training must be directly related to the Soldier's deficiency and assist the Soldier in meeting the standard.

b. Corrective training and instruction must be distinguished from punishment and hazing (see paras 2-4a and 2-4e). Leadership experience and common sense is relied upon to determine what is proper corrective training. Only commanders have the authority to punish Soldiers, and they must use proper disciplinary procedures when doing so.

2-4. Prohibited practices

The following practices constitute trainee abuse and are prohibited:

a. Hazing.

(1) Hazing is defined as any conduct that causes another to suffer, or be exposed to any activity which is cruel, abusive, humiliating, oppressive, demeaning, or harmful. Soliciting or coercing another to perpetrate any such activity is also considered as hazing. Hazing need not involve physical contact; it can be verbal or psychological in nature. Actual or implied consent to acts of hazing does not eliminate the culpability of the perpetrator. Hazing is explicitly forbidden IAW AR 600-20, chapter 4 and applies to military members and civilian personnel. Hazing is an offense punishable under the Uniform Code of Military Justice (UCMJ).

(2) This definition includes and is not limited to playing abusive tricks, threatening or offering violence or bodily harm to another, striking, branding, tattooing, any forced or coerced consumption of alcohol, drug, or tobacco product or causing the harmful, excessive, or abusive consumption of food, or any other substance.

(3) Hazing does not include command authorized mission or operational activities, the requisite training to prepare for such missions or operations, administrative corrective measures, extra military instruction, command authorized physical training (PT), and other similar activities that the commander authorizes. Corrective training is a key component of the investment strategy.

b. Sexual harassment, fraternization, or inappropriate or unprofessional relationships. This conduct is explicitly forbidden IAW AR 600-20 and may violate local regulations. These offenses are punishable under the UCMJ.

(1) Prohibited relationships. Any relationship between permanent party and IET Soldiers not required by the training mission is prohibited IAW AR 600-20, paragraph 4-15. This definition includes and is not limited to dating IET Soldiers, writing personal letters/e-mails, having personal telephone conversations unrelated to the training mission, playing cards, gambling, dancing, entertaining in a personal residences, sharing accommodations in a hotel/motel, transporting in a POV, or any other conduct of a personal or sexual nature.

(2) This does not preclude the normal exchange of military courtesies, the standard courtesies extended at command sponsored functions, participating in religious activities, or activities specifically approved by the commander, or necessitated by emergency.

c. Degrading Soldiers by use of vulgar, sexually explicit, obscene, profane, humiliating, racially, sexually, or ethnically offensive language.

d. Physical contact with Soldiers for any reason. Exceptions to this are where the safety of the Soldier is in question (for example, heat exhaustion, physical injury, etc.) or when making corrections directly related to training. Cadre is not required to ask the Soldier's permission when making necessary corrections.

e. Using physical exercises outside of those listed in FM 21-20 and the [IET Standardized Physical Training \(SPT\) Guide](#) as an administrative corrective measure (corrective action) for minor infractions.

(1) Requiring Soldier's to perform a reasonable number of repetitions of authorized physical exercises as a motivational tool is permitted and considered other administrative corrective action – not corrective training. Whereas corrective training must be directly related to the deficiency, the use of physical exercises may be used as an attention getting device and be unrelated to remedial PT.

(2) Leaders must exercise good judgment in the administration of this type of corrective action. Improper use can lead to unauthorized mass punishment or hazing. Referring to this type of administrative corrective measure as “smoking” or “smoke sessions” gives the impression that these measures are punitive or oppressive.

(3) Only DSs, uniformed military instructors, and the Soldier's immediate chain of command are authorized to employ physical exercise for corrective action.

(4) IET Soldiers, prior service Soldiers, and trainees from other Department of Defense (DOD) Services who are occupying leadership positions, are prohibited from administering physical exercise as corrective action.

(5) The number of repetitions of any exercise must be commensurate with the Soldier's physical conditioning progression. All corrective action is administered within the limits of the Soldier's profile.

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(6) Supervise the Soldier's performance. Consider climatic conditions in the decision to use exercise as corrective action. The use of mission oriented protective posture (MOPP) gear during corrective physical training is specifically prohibited.

f. Failing to give Soldiers reasonable time to eat meals. Depriving Soldiers of meals or restricting meal choice is prohibited as a form of discipline. DSs and cadre are not authorized to select menu items for IET Soldiers as a means of diet control.

g. Contact by cadre members with family members of IET Soldiers in any manner, except in the performance of official duties.

h. Any relationship between reclassified and prior service Soldiers and IET Soldiers not required by the training mission.

i. Requiring or encouraging IET Soldiers to purchase common use items or cleaning supplies with their own funds (for example, billet cleaning supplies, weapons cleaning items, tools, irons, or other common use items). Obtain supplies or tools needed to perform routine cleaning and maintenance tasks through unit supply channels. IET Soldiers are not required to purchase any issue items unless an item issued was lost.

j. Fund-raising.

(1) No cadre member may sell any product, service, or opportunity to IET Soldiers or their families. Consistent with Army regulations and local garrison commander rules and policies on fund-raising, IET unit family readiness group (FRG) informal funds may raise funds at IET graduations, including a "family activity day" that may occur the day before graduation.

(2) No IET Soldiers will be directed to participate in or make purchases at any authorized fund-raising activities conducted in the brigade, battalion, company, or training area.

(3) No fund-raising activities that directly involve IET Soldiers, as primary or sole customers, may be conducted during the training cycle by IET units, informal funds, FRGs, or private organizations associated with IET units. FRG activities such as bake sales at the commissary, PX area, or other public locations would not violate this provision because the activities are aimed at a wide range of patrons and not solely IET Soldiers.

(4) IET Soldiers cannot be the sole or primary customers of special morale, welfare, and recreation (MWR) events (for example, summer concert series). This does not prohibit the patronage of traditional installation recreation services such as the bowling alley, outdoor recreation, and the movie theater.

k. Absent exigent circumstances for an official purpose, engaging in the following conduct as an IET Soldier or facilitating the following conduct of an IET Soldier, during IET phases when the IET Soldier does not possess the privileges to engage in such conduct include:

(1) Driving or riding in POVs or rental vehicles,

- (2) Consuming alcoholic beverages,
- (3) Using tobacco products, and
- (4) Wearing civilian clothes.

1. Using tobacco products by cadre and Soldiers with permanent party privileges in areas where IET Soldiers are likely to observe such use.

2-5. Treatment of IET Soldiers

- a. All Soldiers will be treated IAW Schofield's definition of discipline and acceptance, understanding, recognition, and appreciation principals (see glossary sec II for Schofield's definition).
- b. Address IET Soldiers by the appropriate rank and last name, "Soldier," or "Warrior."
- c. Do not address Soldiers by gender (such as "you females").
- d. Treat IET Soldiers with the same fairness, respect, and regard for dignity accorded to all Soldiers. IET Soldiers will wear rank, if authorized, IAW [AR 670-1](#).
- e. Create a rigorous environment that places stress between the Soldiers and their ability to accomplish the task to standard.
- f. Give initial entry Soldiers the opportunity to contribute to approved charities, chapel offerings, and welfare campaigns in the same way as other Soldiers. Commanders will obtain legal advice from their servicing staff judge advocate (SJA) or ethics counselor prior to conducting any fund-raising events. Additional guidance on fund-raising in IET is found in paragraph 3-52.
- g. Provide sufficient time for Soldiers to conduct personal hygiene, take prescribed medications, perform rehabilitative exercises, and apply ice therapy, when directed by medical authorities or appropriate self care instructions.
- h. Commanders will ensure that IET Soldiers are not directed or coerced into participating in activities or programs sponsored by any religious organization. When IET Soldiers are offered the opportunity to participate in activities or programs sponsored by a religious organization, they must be briefed the event is sponsored by a religious organization and they will be offered secular "personal time" alternatives if they decide not to participate. Personal time activities will not include barracks maintenance or similar activities that offer Soldiers no meaningful choice. If a training schedule annotates "religious activities" or similar words, the training schedule must also include "personal time" or similar words. The intent is to make it clear that religious activities are voluntary, not command directed.

2-6. IET Trainee abuse investigation and reporting

a. IET Soldier trainee abuse (see glossary sec II for definition) in any form is unacceptable and may violate local regulations. Such offenses are punishable under the UCMJ. It destroys a positive training environment and ignores Army Values. Preventing, discovering, and tracking trainee abuse is a top priority for TRADOC. All IET commanders are charged with this mission.

b. Report all incidents of Soldier maltreatment and trainee abuse IAW AR 190-45, TR 1-8, and TRADOC Pamphlet (Pam) 350-36. IAW paragraph 3-26, MOS-T/prior service Soldiers do not fall under this section for reporting purposes. Commanders are responsible for reporting trainee abuse allegations as defined in these guidelines unless the commander can quickly determine the allegation is not credible. TRADOC Emergency Operations Center will forward TRADOC OPREPs concerning trainee abuse to the TRADOC DCG-IMT and the TRADOC SJA. TRADOC OPREPs provide the initial data for the TRADOC Trainee Abuse Coordinator.

c. Commanders will promptly conduct a preliminary inquiry IAW Manual for Courts Martial Part II, Chapter III, Rule 303 into every trainee abuse allegation, regardless of the nature, magnitude, or source of the complaint. For some allegations, a quick and informal interview of the complainant and any witnesses is all that is required. Other allegations may require more extensive command or law enforcement investigation. Commanders will consult with their legal advisor when conducting an inquiry or evaluating evidence concerning all allegations of trainee abuse. Commanders will keep their legal advisor apprised of the major changes in the status of investigations and the disposition of offenses.

d. Commanders will document and maintain records of all preliminary inquiries into trainee abuse cases, including those the commander determines are non-credible. Commanders and local SJA will provide supplemental information by filling out [TRADOC Form 350-6-1](#) (Trainee Abuse Report) on all trainee abuse OPREPs and submit to TRADOC SJA in an accurate and timely manner.

e. Suspension actions.

(1) Preliminary inquiries. Commanders should not automatically suspend DSs, or other cadre, simply because they are pending a preliminary inquiry into a trainee abuse allegation. Commanders will make suspension decisions based upon the facts of each case, and may suspend individuals pending a preliminary inquiry if it will aid the inquiry, benefit the training environment, or for other valid command reasons.

(2) Investigations. Suspension of a DS from his or her assigned duties is required when a serious incident occurs requiring an investigation IAW [AR 614-200](#), paragraph 8-17d. For all other incidents, the commander has the discretion whether or not to temporarily suspend the DS from his or her duties. A serious incident consists of any actual or alleged incident, accident, misconduct, or act, primarily criminal in nature, and because of its nature, gravity, potential for adverse publicity, or potential consequences warrants timely notice to Headquarters, Department of the Army (HQDA). Investigations include, but are not limited to investigations conducted IAW [AR 15-6](#) or those conducted by the criminal investigation division or a military police investigator.

(3) Considerations. In addition to the severity of the underlying incident, commanders should make any suspension determination only after considering all evidence available. The number of witnesses, or volume of physical evidence, does not determine the weight given to the evidence. Commanders should evaluate the evidence for factors including, but not limited to the witness's demeanor, opportunity for knowledge, information possessed, ability to recall and relate events, and other indications of truthfulness.

(4) Suspension of special duty assignment pay (SDAP). Suspension of DS SDAP will be done IAW AR 614-200, paragraph 3-22e(8). DS SDAP will not be suspended based upon the initiation of any inquiry or investigation into alleged DS misconduct.

2-7. Integration of male and female Soldiers

a. For all MOS and courses open to female Soldiers, IET is gender integrated to the squad level. All Soldiers, regardless of gender, train to the Army standard. Performance requirement differences, such as APFT scoring, are based on physiological differences, and apply to the entire Army. Gender integrated training at the lowest levels enhances the ability of the training base to deliver a Soldier fully prepared to take their place in the ranks of a gender integrated Army. Gender integrated training conducted in an environment where control and supervision are maximized mitigates the risk associated with this training (for example, pairing Soldiers of similar size and physical ability, regardless of gender during combative training).

b. Formation of single gender companies or platoons is not authorized. The same POI is used for males and females. Male and female Soldiers housed in the same building are provided a physical separation of sleeping and latrine facilities. The intent is to maintain and maximize, to the extent feasible, company integrity within a barracks.

2-8. Separate and secure environment

The intent of the separate and secure policy is to ensure that all Soldiers are afforded the opportunity to undergo IET in a gender safe environment. This provision implements section [10 USC 4319](#) and does not apply to the Warrior Transition Course (WTC).

a. Physically separate requirements:

(1) In the garrison environment:

(a) Each gender has an independent sleeping area.

(b) Each gender has a separate latrine.

(c) Each gender has a separate entrance to the living area.

(d) Access control guards of the same gender monitor entrances to sleeping areas during sleeping hours. Male access guards may be posted outside the entrance to female sleeping areas as an exception to policy for IET sites with less than 8 females in an assigned living area at any one time. The function of the access control guard is to ensure only authorized personnel enter the

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sleeping area during periods of lights out. Access control guards are assigned and execute their duties as same gender buddy teams.

(e) Door alarms installed and doors locked. All doors leading to sleeping areas are equipped with an audible alarm that sounds and is heard at the charge of quarters (CQ) location and panic door locks. Alarms are activated any time Soldiers are sleeping in the bays, this includes anytime a Soldier is sleeping while on quarters.

(f) Fire safe barrier wall placed between the genders (same floor). If the barrier has a door, the door will be locked and alarmed, during lights out. When the alarm sounds it must be able to be heard at the CQ location. If conditions for fire safe barriers are not met, separate genders by floor, wing, or building are required.

(g) Digital video monitoring systems provide an additional degree of security, but are not mandatory, and do not replace the requirement for door and barrier alarms, access control guards, and supervisory personnel. If video monitoring is installed, only place cameras in public access areas, such as entryways, stairwells, etc. Cameras will not monitor living or latrine areas. Battalion commanders determine length of time digital recordings are maintained. Security of tapes, keys, and monitoring devices will be controlled by the commander or first sergeant.

(h) When offices and administrative areas are located within Soldier sleeping areas, the command will establish procedures whereby cadre do not occupy office areas after alarms are activated and lights out established.

(2) In the field environment.

(a) IET Soldiers will be organized in same gender battle buddy teams when participating in an FTX (or IAW paragraph 2-9b(7)).

(b) Bivouac areas can be consolidated, however, sleeping areas must be gender specific (separate male/female tents).

(c) No more than one entry point per gender specific area will be established.

(d) Gender specific sleeping areas will be designated by cadre.

(e) Each gender specific area will have separate latrines that are clearly designated for gender usage marked "male" or "female."

(f) In the hours of darkness, when the unit is stationary, roving battle buddy team control guards will be assigned to secure the inside perimeter of each gender specific bivouac area. Access control guards will be placed at the entry point and should be rotated at least every two hours.

(g) Same gender buddy teams will be used as runners for the tactical operations center during the hours of darkness.

(h) Commanders are authorized to augment this physical security policy, as long as the guidelines outlined above are followed.

b. Supervisory measures:

(1) NCOs supervise the barracks when Soldiers in training are present, on bed rest, or authorized to be in the barracks throughout the day.

(a) DSs will serve as CQ during sleeping hours in BCT, and the BCT portion of OSUT. Soldiers in the grade of sergeant and above may serve as CQ in the RECBN. A log is maintained on DA Form 1594 (Daily Staff Journal or Duty Officer's Log) for each CQ duty period.

(b) NCO cadre members, to include instructors, company personnel, and PSGs, can serve as CQ during sleeping hours in AIT and the AIT portion of OSUT. MOS transition/prior service Soldiers cannot serve as CQ while assigned to an IET unit for training, regardless of rank.

(2) Two enlisted Soldiers will serve as "runners" and maintain entrance security when the CQ conducts inspections. The two runners are of the same gender, but not necessarily the same gender as the CQ.

(3) Duty officers and NCOs from the company, battalion, and brigade HQs will conduct periodic checks.

(4) All Soldiers will sleep in the improved physical fitness uniform (IPFU) shorts and shirt.

(5) If an inspector is not of the same gender as the Soldiers in the living area being inspected, personnel of the same gender as the Soldier whose area is being inspected must accompany the inspector. This provision implements [10 USC 4319](#) and 10 USC [4320](#).

(a) For BCT, OSUT (Phases I through III), and RECBN units, the personnel accompanying the DS or inspector is not an IET Soldier.

(b) For OSUT (Phases IV and V), AIT, and DLIFLC, an IET Soldier may accompany the PSG or inspector, and could be one of the Soldiers serving as an access control guard in the bay inspected.

(6) During lights out, only cadre leadership and their designated representatives are allowed in the barracks to conduct inspections and accountability.

c. On a case by case basis, AIT commanders and commandants may request from HQ TRADOC, Engineer Plans Division (ATBO-GP), 5E North Gate Road, Fort Monroe, VA 23651 an exception to the physical security and supervisory measure requirements of the separate and secure policy. Commanders must certify that every attempt was made to comply with this policy, and its execution was found impracticable for units with small gender populations.

2-9. Battle buddy system

a. The battle buddy system establishes policy for the pairing of IET Soldiers into teams for the following reasons-

- (1) Mutual support and assistance,
- (2) Teaching teamwork,
- (3) Developing a sense of responsibility and accountability for fellow Soldiers,
- (4) Improving safety during IET, and
- (5) Reducing the likelihood and opportunity for sexual harassment, misconduct, and suicide gestures or attempts.

b. Soldiers are introduced to the battle buddy team system at the RECBN. IET Soldiers are formed into two person teams upon arrival at the training unit. A battle buddy team may consist of three personnel in order to ensure all Soldiers are part of a battle buddy team. Team members learn to help one another in all aspects of training. This aids in the development of individual initiative, responsibility, and dependability. As a minimum, commanders will establish a battle buddy system in IET following these guidelines:

- (1) DSs will assign battle buddy teams, by name, after the IET Soldiers arrive at the platoon, but before formal training begins.
- (2) Unit cadre will instruct IET Soldiers on the purpose and rules of the battle buddy system.
- (3) Limit battle buddy team changes from the initial pairings.
- (4) Battle buddy teams will participate in training, CQ, and other activities together, when feasible.
- (5) Do not require battle buddy teams to attend sick call or personal appointments together. Cadre will pair other Soldiers of the same gender also reporting to sick call. Battle buddies are not required to accompany each other on family day while with family members. If one battle buddy is with family and the other does not have family members participating, then the battle buddy is paired with others in a similar situation for pass privileges. Likewise, Soldiers have an opportunity to worship in their chosen denomination; therefore, buddies are not required to accompany each other to worship. Soldiers attending worship are paired similar to sick call. Soldiers should be strongly encouraged to maintain the battle buddy system on pass.
- (6) Soldiers in Phase V+ (weeks 21 through completion) are not required to be with their battle buddy after the end of the established duty day.

(7) Male/female battle buddy teams are only authorized when there is only one IET Soldier of a particular gender, and a same gender battle buddy is not available. Use a 2:1 ration in these instances, team a solitary female Soldier with two male Soldiers or two female Soldiers; team a solitary male Soldier with two female Soldiers or two male Soldiers.

2-10. Military appearance

a. All Class A uniforms and berets are issued during Phase II and properly fitted to the Soldier prior to completion of IET. DSs are present during fitting to ensure proper fit. Commanders will hold sufficient Class A inspections, so necessary refitting is scheduled prior to the end of the training cycle.

b. IET Soldiers must wear the Class A uniform at regular intervals to demonstrate knowledge of proper wear of the uniform IAW AR 670-1. Before Soldiers leave the IET area, cadre will ensure Soldiers' uniforms are clean, pressed, and worn properly.

c. The cadre will stress the importance of maintaining standards in both appearance and actions, especially when in the civilian community. Soldiers must understand they represent the Army when they appear in public in or out of uniform. Commanders can authorize the wear of the Army combat uniform (ACU) when Soldiers are traveling from BCT to AIT and from AIT to unit.

2-11. Soldierization and reinforcement training in advanced individual training (AIT)/one station unit training (OSUT)

a. IET Soldiers must continue to receive the same strong emphasis on soldierization and Warrior Ethos throughout AIT/OSUT that was present during BCT. Accomplish this through reinforcement training of Army Values, teamwork, customs and courtesies, proper wear of the uniform, WTBD, inspections, increased demand of personal responsibility, a progressive PT program, and DS and cadre role modeling.

b. Physical fitness requirements increase in AIT and the AIT portion of OSUT. PT intensity is increased throughout the cycle to meet the Soldier's expectations and challenge their abilities.

c. Conduct command inspections in the Class A uniform to ensure all Soldiers maintain proper military appearance during IET.

d. The soldierization program in OSUT continues during all phases, with the basic Soldiering skills being trained, reinforced, and evaluated throughout the POI.

e. Basic Soldiering skills taught in BCT are reinforced during AIT. Specifically, Soldiers are trained and evaluated on WTBD.

f. Commanders are required to provide quarterly reinforcement training to IET Soldiers on the Army Values and the human relations subjects introduced in BCT. BCT TSPs are located on the Basic Combat Training Center of Excellence Knowledge Center at <http://www.us.army.mil/suite/kc/6544544>. DSs are the primary instructors for this training,

supplemented with cadre/instructors to assist, as needed. Training is conducted in platoon size elements or smaller.

g. IET Soldiers will receive training on designated subjects (to include WTBD) based on the length of their course/cycle. The three reinforcement training plans are depicted in table 2-3.

Table 2-3
Reinforcement training

Reinforcement training subjects/hours	IET weeks 10 through 17	IET weeks 18 through 32	IET weeks 33 to completion
Museums (branch related)/2 hours	X		
Branch history/1 hour	X		
Army core values/1 hour	X	X	Quarterly
Equal opportunity (EO)/prevention of sexual harassment (POSH)/4 hours		X	Quarterly
Comply with UCMJ/1 hour		X	Quarterly
Spiritual/emotional/mental fitness/1 hour		X	Quarterly
Serve as a member of a team/3 hours		X	Quarterly
Manage personal finances/2 hours		X	Quarterly
SAPR/1 hour		X	Quarterly
WTBD	X	X	X
Army warrior training (AWT)	X	X	X

h. In courses greater than 23 weeks in length, commanders have the discretion to modify or adjust the number of subjects taught in the additional quarterly reinforcement training sessions, if course completion will occur prior to the end of a full quarter. When determining which subjects to teach, the commander should base the decision on the number of training weeks included in that quarterly period, and on the particular subjects the commander believes needs reinforcing with the Soldiers.

i. AIT continues the soldierization process that started in BCT. Mandatory training is conducted at all AIT locations ARM, urban operations, combatives, convoy training, and WTBD IAW proponent's guidance.

2-12. Tobacco cessation policy for IET

a. All cadre and Soldiers with permanent party privileges are prohibited from using tobacco products in areas where IET Soldiers are likely to observe use (for example, in the brigade, battalion, company, or any training area).

b. Sale of tobacco products from vending machines in IET areas is eliminated to the extent possible, consistent with the requirements of existing contracts.

c. Instruction on the adverse impact tobacco use has on health and readiness is presented to BCT and OSUT Soldiers, as prescribed in the physical readiness training and testing appendix of

the BCT POI. POI proponents will incorporate similar instruction into AIT fitness and substance abuse training.

d. Centers, schools, and organizations will coordinate with the supporting contracting office to ensure contractor personnel comply with this policy.

e. Prior to implementing this policy, contact the local civilian personnel advisory center for assistance in carrying out labor/management relation responsibilities.

f. This policy does not cancel or supersede other instructions where smoking is controlled because of fire, explosive, or other safety considerations.

2-13. Allegations of recruiting improprieties

AR 600-20, paragraphs 4-14 and 4-15 prescribe discipline and conduct for relationships between Soldiers of different rank and other prohibited relationships. All IMT personnel will follow established policy to report alleged recruiting improprieties at IET locations to HQ, U.S. Army Recruiting Command (USAREC) and report feedback to the originator of the allegation. The feedback loop for reporting results of the reports HQ USAREC receives is an important part of the process. The intent is that every allegation is properly reported and received by HQ USAREC, G-3, Enlistment Standards Division (ESD) (RCRO-ES), 1307 3rd Avenue, Fort Knox, KY 40121-2726 for processing IAW [USAREC Regulation 601-45](#), paragraph 3-2, and the results reported back to and received by the IET company commander initiating the allegation.

a. An allegation of a recruiting impropriety exists when recruiter commits an intentional act to conceal, or omission of fact in violation of a law or regulation, with the intent to enlist a person not qualified. Essentially, any recruiter knowledge that a person is not qualified and the recruiter intentionally assists or otherwise knowingly enlists that person is an impropriety. Recruiting improprieties are defined in USAREC Regulation 601-45, chapter 2.

b. When any member of the Soldier's chain of command receives an allegation, it is reported for disposition as follows:

(1) Company commanders report allegations to their IET battalion commander on [USAREC Form 315](#) (Report of Alleged or Suspected Recruiting Impropriety) and maintain a record of reported improprieties.

(2) The battalion commander sends a copy of the allegation to the training base USAREC liaison officer (LNO). For those locations (AIT only) that do not have a USAREC LNO, a copy of the allegation to include sworn statement is sent to HQ USAREC, G-3, ESD via e-mail to Improprieties@USAREC.army.mil.

(3) The alleged impropriety will contain the company commander's name, phone number, and e-mail address, which will allow USAREC to provide feedback to company level on the final disposition of the case. All allegations will be reported within 5 working days to their respective USAREC LNO or to the USAREC ESD.

(4) For schools, centers, activities, and organizations with a USAREC LNO, USAREC ESD will provide feedback on the disposition of each case to the USAREC LNO with a copy furnished to the battalion and company commander whom initiated the allegation. For those locations without a USAREC LNO and for all other IET locations, feedback on the disposition of each case is sent to the commander whom initiated the allegation, with a copy furnished to the additional points of contact (POC) listed. The feedback will contain the trainee's name, date allegation reported, type of allegation, a short summary of the findings of the inquiry/investigation, and a determination if the enlistment was defective, unfulfilled, erroneous, or fraudulent, at a minimum. For those locations without an LNO, provide a POC (in addition to the commander that initiated the original allegation) to ensure a backup method is in place to receive such reports.

Chapter 3

Training Policies, Procedures, and Administration

3-1. IET strategy

IET commanders and commandants will ensure their training programs incorporate the following tenets of the TRADOC IET strategy.

a. The IET environment is the total immersion of IET Soldiers in a positive environment with active leadership. This environment establishes and enforces the Army's standards, provides positive role models; and uses every training opportunity to reinforce essential Soldier skills and develop a warrior mentality. Officer and NCO leadership is the cornerstone of a positive IET environment and a successful soldierization program.

b. Outcomes-based training strategy.

(1) The mission of outcomes-based training is preparing Soldiers to act as productive members of the team upon arrival at their first unit of assignment. Traditional training strategies may not meet the needs of an expeditionary Army. Outcome-based training adapts training strategy to meet the conditions of today's and future operational environments. Developing new approaches in training is necessary to ensure Soldiers are confident in their ability to conduct full spectrum operations anywhere along the spectrum of conflict with minimal additional training.

(2) The command/leadership climate will value and foster the development of Soldiers and leaders at all levels. Outcomes-based training will focus on the mastery (understanding) of basic skills, development of intangible attributes, and relatedness of tasks to each other and to situations (see figure 3-1 for the Outcomes-Based Training Model).

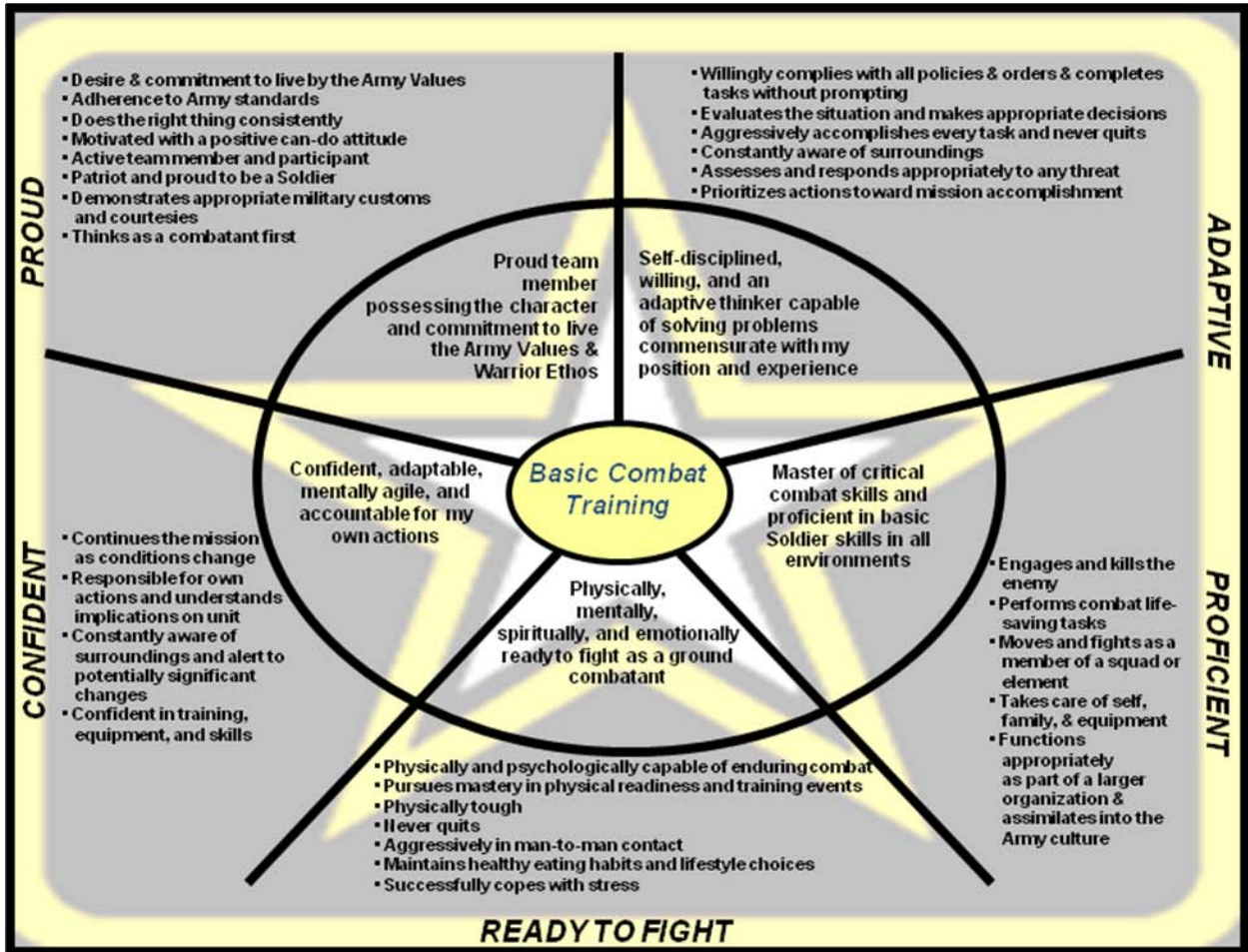


Figure 3-1. Outcomes-Based Training Model

c. IET investment strategy.

(1) The Army's motivated and professional IET cadre can train anyone with the mental and physical capacity to enter IET. Each cadre member accepts responsibility for providing a positive environment in which new Soldiers have every opportunity to succeed.

(2) Cadre train their Soldiers by building on and affirming their strengths, and shoring up their weaknesses. Cadre members coach, mentor, and assist Soldiers in meeting the standards through performance counseling and phased goal setting. Discharging Soldiers because they fail to meet certain standards, when additional coaching, teaching, and mentoring enable them to meet the standard, is not in keeping with the intent of the investment strategy. The investment strategy raises the individual to the standard; it does not lower the standard for the individual.

(3) The IET investment strategy includes:

(a) A training philosophy that is focused on graduating the maximum number of Soldiers who can meet standards.

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(b) Allowing the medical community to rehabilitate low risk Soldiers who can continue to train and meet standards.

(c) Allowing IET Soldiers to participate in after hours self-improvement or therapeutic classes/groups in order to improve their resilience and adaptability

d. The chain of command is responsible for training. Commanders must ensure that training meets POI standards and conforms to TRADOC policies on the conduct of training.

e. IET is based on accessions management processes. When the military entrance processing station ships new accessions to the ATC virtually all their required training is scheduled and they have a reservation in each type of training. Their reservation is based on the expectation that they will progress through each set of training (BCT, AIT, functional (airborne, ranger indoctrination, etc.)) as scheduled, so it is important for schools and ATCs to ensure new reservations are made if a Soldier is delayed (medical hold, leave, etc.) and will not meet the scheduled training start date in all subsequent training.

f. DSs will conduct as much of the skill training as possible in BCT and OSUT. When DSs are the primary trainers, the role of the committee group is to augment cadre instructors, serve as subject matter experts (SME), and advise on the conduct of training.

g. Primarily, instructors/squad leaders will conduct MOS training, however, to the maximum extent feasible, they will involve PSGs in the technical training in AIT. Conversely, squad leaders must assist PSGs and unit cadre in the soldierization effort. Training must be a total team effort between PSGs and squad leaders. PSGs and squad leaders will serve as both MOS and soldierization role models.

h. MOS training is taught in as realistic an environment as possible. Scenario driven FTXs are used to achieve this realism. The FTX should focus on the warfighting application of acquired MOS skills, while reinforcing teamwork and the WTBD. Submit a request for exceptions to FTX requirements through TRADOC DCS, G-3/5/7, AOD (ATTG-TRI-M), 351 Fenwick Road, Fort Monroe, VA 23651 to TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651 for approval.

i. Through a system of rigorous evaluations of training and testing, TRADOC, ATC commanders, and school commandants must ensure that training standards are enforced.

3-2. IET cadre/support personnel training

a. In addition to DSs, other IET unit cadres have major roles in creating and maintaining a positive IET environment that assists with the transformation from volunteer to Soldier. Training of other IET cadre/support personnel is conducted in the following five courses PCC, CCFSC, CTC, SCTC, and ISCTC.

b. Specific implementation guidance on the training required for all IET cadre and support personnel is provided at appendix B of this regulation.

3-3. Development of training programs

The proponent school is responsible for POIs. Prepare and approve new and revised POIs IAW TR 350-70, [paragraph II-8-4](#). Commanders will ensure all initial training period risk assessments are completed reflecting the conditions at the training site for the specific training period. Risk assessments are maintained at the training site, and are living, working documents and must be continually updated as conditions change. Composite risk management policy is IAW [TR 385-2](#), paragraph 1-5.

3-4. Modifications to training programs

a. The time allotted for subjects in a POI may vary depending on the aptitude and achievement levels of each group of Soldiers, the number of Soldiers in each cycle or class, the instructor to student ratio, and the availability of equipment and facilities. For these reasons, commanders are permitted to make adjustments to the amount of time devoted to a task, provided the learning objectives and performance standards are met, and the overall course length remains unchanged.

b. Inform TRADOC DCS, G-3/5/7, AOD (ATTG-TRI-M) via phone at DSN 680-2281 or commercial 757-788-2281 of temporary changes to IET training programs that do not require a revision to the POI. Information provided will include the purpose and nature of the temporary change or planned pilot, its duration, and the number of students involved. ATC will coordinate plans for such pilots with proponent schools. Conduct a risk assessment in support of temporary changes, to identify any new hazards, changes in residual risk, and appropriate hazard controls and risk countermeasures necessary to ensure training safety. The supporting safety office will review and validate the risk assessment.

c. Commander, ATC recommendations are an important part of the continuing POI review and update process. Commanders, ATCs will submit recommended POI changes to the appropriate schools. The schools will evaluate these recommendations, and when appropriate, revise course materials, individual training plans, course administrative data, and POIs IAW TR 350-70, [paragraph II-8-4](#). Commandants, proponent schools will make the final decision on task selection and training methods.

3-5. Company training starts

a. AIT Soldiers must begin training NLT the scheduled start date as established in ATRRS. The RECBN will complete processing within 4 working days, less weekends and holidays, after the receptee arrives at the TRADOC organization.

b. The standard BCT POI is 9 weeks and 1 day (55 training days) in duration. The senior TRADOC commander/commandant at the training location may approve early graduation of 1 to 2 days. A change in BCT graduation date does not alter the arrival requirements for AIT or follow-on training. Notify TRADOC DCS, G-3/5/7, AOD (ATTG-TRI-M) via phone at DSN 680-2281 or commercial 757-788-2281 and the gaining AIT location prior to making the change.

c. BCT sites must ship Soldiers on time to ensure they arrive and link with their AIT course. BCT sites must also establish a system to identify Soldiers with critical AIT hard start dates, to ensure that appropriate actions are taken to enable those Soldiers to meet their scheduled AIT start dates, provided they have met all graduation requirements.

d. OSUT units normally ship Soldiers to the first unit of assignment NLT 1 day following graduation. Make exceptions for additional requirements for MOS specific training, additional skill qualification identifier (SQI) training, and special requirements (security clearances).

e. Conduct AIT based on the approved POI length, and the start and graduation the dates reflected in ATRRS. No additional time for a "zero week" or additional soldierization is authorized.

3-6. Early arrivals/holds

Soldiers arriving early for a scheduled course or Soldiers in a hold status waiting to fill a training unit should be actively engaged in introductory training for the course they are to attend (and are not used solely for performing details). This introductory training may consist of orientation, inprocessing, PT, relevant concurrent training, and unit taught subjects the unit commander selects. Post these Soldiers in ATRRS with the reason code (HO) display as being in a hold status (H) awaiting class start (6). The hold status for an H6 Soldier automatically ends when the Soldier starts training and is posted in a class in ATRRS with input status of (I).

3-7. Training schedules

a. The training week is managed through the training schedule. The principles of scheduling are outlined in [FM 7-0](#), chapter 4. Local directives and the following guidelines will govern non-training time:

(1) In garrison, IET Soldiers must have the opportunity for 7 hours of continuous sleep per night, unless the Soldier is scheduled for duty (for example, access control guard, or CQ runner). During field training, the length of the training day and time for sleep will vary based on tactical and other training requirements, as established in the appropriate POI. Commanders will ensure that the tactical framework of field training allows sufficient time for rest.

(2) In garrison, Soldiers are given at least 1 hour of preparation time each day to take care of personal needs.

(3) Soldiers performing extra duty as a portion of punishment under UCMJ will not perform that extra duties beyond 2130 or lights out. No Soldier will perform multiple duties in a single night.

(4) The unit ministry team (UMT) provides and coordinates opportunities for Soldiers to attend a religious service weekly.

b. POI training is not conducted on Sundays unless specifically authorized by the proponent commandant. On Sundays, activities required for preparing for the next week's training are conducted after 1300.

c. Core training requiring post assets is not conducted on Sundays or Federal holidays unless specifically authorized by the proponent commandant and installation commander.

3-8. Lesson plans and instructor preparation

a. Tasks and subjects in POI form the basis for each period of instruction. The proponent prepares and keeps the lesson plans up to date for each period of instruction.

b. Each service school and ATC will establish a system for monitoring and improving the quality of instruction. A standardization/certification process IAW [TR 350-70, part III](#) ensures each instructor is fully qualified and current in all aspects of their subject.

c. All IET cadre will accomplish semiannual physical fitness testing. All cadre responsible for conducting instruction and evaluating training are certified on all hands on phase tasks annually. Cadre in BCT/OSUT units is certified on those phase tasks listed in the BCT POI, and also accomplishes annual weapons qualification. Cadre in AIT units provides reinforcement training on, and reevaluation of, those BCT common skills tasks the commander selected. Maintain records of all certification and qualifications at the company level. Brigades and battalions commanders will ensure compliance with cadre certification requirements through their respective command inspection programs and quarterly training briefs.

3-9. Training records

a. The Soldier's assigned company will initiate and maintain a [DA Form 5286](#) (Individual Basic Training (BT), Advanced Individual Training (AIT), One-Station Unit Training (OUST)) for BCT, AIT, and OSUT for every Soldier attending IET. Use the modified DA Form 5286, available in the Resident Individual Training Management System (RITMS) to document the completion of training requirements in all IET courses. This modified form streamlines the information required, and provides a standardized reporting format for all IET sites. Additional guidance is in appendix F.

b. NCOs attending MOS producing courses in order to reclassify into another MOS, or prior service personnel in the grade of sergeant or higher IAW paragraph 3-26, will receive a [DA Form 1059](#) (Service School Academic Evaluation Report) upon completion of their course, regardless of course length.

3-10. Makeup training/constructive credit

All training specified in TRADOC approved IET POI, as required for graduation, is made up when missed. The quality of makeup training is the same as the regular scheduled instruction. The Soldier is required to meet the performance/learning objectives specified in the POI for the instruction missed. Time required for makeup training is determined locally.

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- a. Only in extraordinary circumstances is constructive credit for these requirements granted.
- b. Make every effort to reschedule and conduct the missed training before a decision to provide constructive credit is made. Use this credit selectively, and only in those cases where there is a clear demonstration that the Soldier meets or exceeds the IET graduation standards.
- c. Constructive credit may be granted to an entire class or an individual Soldier for a missed training event. A class may receive constructive credit for an event missed due to severe weather conditions, when time and resources preclude rescheduling and execution. Individuals may receive constructive credit for a missed training event due to circumstances beyond their control such as an illness, injury, emergency leave, etc.
- d. Commanders, TRADOC service schools, major subordinate commands, and ATCs are the constructive credit authority; this authority will not be delegated lower than the IET brigade commander. For those training sites located at non-TRADOC organizations, this authority will reside with the first general officer in the school's chain of command.

3-11. Concurrent training

Concurrent training is conducted as prescribed in applicable TSPs. If not specifically prescribed by a TSP, the training unit commander will schedule and conduct concurrent training at every training event. Concurrent training does not have to be the same or similar as the ongoing training. Design this training to reinforce critical soldierization skills, WTBD, and human relations subjects (Army Values, traditions, equal opportunity (EO), prevention of sexual harassment (POSH), etc.).

3-12. On-the-job-training (OJT)

OJT is appropriate for those holdover Soldiers that have completed all POI requirements and are retained in the unit for administrative purposes. Commanders and trainers must ensure that clearly stated OJT objectives are being achieved and Soldiers involved are being employed productively in MOS or MOS related duties.

3-13. After action reviews (AARs) and sensing sessions

- a. IET commanders will establish a program for conducting AARs and sensing sessions for each training cycle or class in AIT. The purpose is to provide all levels of command an assessment of the training program, to include the strengths and weaknesses of the organization.
- b. AARs will be conducted:
 - (1) Daily at the platoon level to ensure IET Soldiers learn how and why AARs are conducted.
 - (2) For BCT/OSUT at company level at the end of each phase and battalion level at the end of each cycle.
 - (3) For AIT as the senior IET commander determines.

(4) As to focus on the quality of the training program, not on company averages or other numerical comparisons.

c. The commander will conduct AARs and review performance in areas, including but not limited to:

- (1) Phase goals and objectives.
- (2) Quality of values training.
- (3) Rifle marksmanship program.
- (4) PT program.
- (5) FTX.
- (6) Discharges and restarts by type.
- (7) Training injuries, safety program, and composite risk management.
- (8) Cadre treatment of Soldiers.
- (9) Quality of instruction.
- (10) Quality of facilities.
- (11) Unit EO, POSH, and sexual misconduct programs.
- (12) WTBD.

d. Sensing sessions with IET Soldiers and cadre are an effective means to assess command climate and provide leadership a forum for identifying and resolving problems.

- (1) At a minimum, conduct sensing sessions at the battalion and company level.
- (2) Hold sensing sessions with IET Soldiers at mid-course and at the end of each cycle.
- (3) Sensing sessions with DSs are held quarterly.

e. As an additional feedback mechanism, commanders may establish a “Dear colonel letter” and a “Dear chaplain letter” program to solicit feedback from IET Soldiers on their IET experience that will preserve participant anonymity.

3-14. Basic combat training (BCT) feedback system

AIT commanders and other recipients of Soldiers from BCT will provide direct feedback to BCT commanders. This feedback will include information on the quality of the Soldiers they receive, if

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Soldiers arrived with all the required documents for a complete record, and if all required Soldiers were issued proper equipment including mouth guards and headbands. Specific topics are Soldier morale on arrival, medical condition, common task proficiency, physical condition, DA Form 5286 completion, completeness of training records, and possession of TRADOC Pam 600-4.

3-15. U.S. Army Training and Doctrine Command (TRADOC) Pamphlet (Pam) 600-4

- a. Issue TRADOC Pam 600-4 and [Soldier Training Publication \(STP\) 21-1-SMCT](#) to all Soldiers entering BCT/OSUT. The two publications provide Soldiers with a pocket reference for subjects taught and tested in BCT/OSUT, along with warrior skills needed upon arrival at their first unit of assignment.
- b. Commanders will ensure that IET Soldiers departing BCT for AIT have a serviceable copy of both TRADOC Pam 600-4 and STP 21-1-SMCT in their possession. If Soldiers arrive at AIT without a serviceable copy of either publication, AIT commanders will ensure Soldiers replace them (at the Soldiers' expense).

3-16. Warrior tasks and battle drills (WTBD)

WTBD will be taught in BCT/OSUT. Proponents of each MOS producing AIT will recommend which WTBD to reinforce and gain approval of this recommendation from the TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651. Soldiers must qualify with individual weapons (if the AIT is 23 weeks or longer), and conduct training on ARM, combatives, urban operations, and convoy training or live fire as mandated by the TRADOC Commander. WTBD will be evaluated annually and updated to reflect current contemporary operating environment at <http://atiam.train.army.mil/soldierPortal/>. Click the link "How to Access Army Warrior Tasks" and follow the instructions.

3-17. Weapons immersion training (security of arms during IET) (safe handling and maintenance of individual weapon)

- a. Weapons immersion training is conducted IAW AR 190-11, paragraph 4-22 to reduce negligent discharges. Each weapon issued will be carried on the person of the individual to whom issued at all times or it will be properly safeguarded and secured as designated IAW AR 190-11, paragraph 4-22b(4)(a).

(1) If the IET commander's policy is for the soldiers to physically sleep with their weapons, the weapon issued will be carried on the person of the individual to whom issued at all times IAW the IET commander's guidance.

(2) If the IET commander does not want the soldiers to personally retain their weapons 24 hours a day 7 days a week, they will provide weapons racks or other security devices, such as cable locks to assist Soldiers in securing their weapons during non-duty hours. Soldiers are held accountable for their weapons around the clock to replicate the contemporary warfighting environment.

b. Training will focus on safe weapons handling, orientation, proper loading and clearing procedures, and maintaining situational awareness at all times.

c. Weapons immersion training will take place as early as possible during the BCT/OSUT training cycle.

d. Weapons immersion (safe handling and maintenance of individual weapons) in AIT will be reinitiated NLT 1 week prior to the FTX.

e. IET brigade commanders will establish and enforce procedures for securing weapons and ammunition based on local assessment of the threat, training objectives, training locations, and the duration of the training.

f. Commanders will establish policies noting locations where weapons immersion training is not acceptable (for example, PX, bank, medical facility, etc.). Commanders will ensure that Soldiers abide by the policy.

3-18. Chemical, biological, radiological and nuclear (CBRN) training

a. Integrate practical CBRN exercises in bivouac, weapons firing, MOS tasks, and similar training to increase individual proficiency and confidence. The BCT/OSUT POI proponents include requirements to enable IET Soldiers progress to wearing MOPP IV equipment for at least 4 consecutive hours.

b. Health and safety considerations pertaining to CBRN training are contained in [FM 3-11](#), chapter 7; [FM 21-10](#); and Technical Bulletin [Medical 507](#). Weather conditions and wet bulb globe temperature (WBGT) readings may affect MOPP IV wear. Annotate the Soldier's training records to show the number of hours of continuous wear of MOPP IV equipment. During periods of warm weather, reduce training time on MOPP IV. FM 3-4, section VI, contains performance degradation data that is helpful in making this determination.

3-19. Convoy live fire exercise (CLFX) requirements

CLFX is mandatory training event for all BCTs and OSUT. The following AIT locations must conduct a CLFX: quartermaster, ordnance, military intelligence, signal, and transportation corps (including all 88M training locations). All other AITs will conduct convoy training.

3-20. AIT field training exercise (FTX)

a. Each AIT and OSUT course will include a minimum of 120 hour, scenario driven, tactical FTX.

b. The FTX:

(1) Reinforces/sustains acquired MOS skills, Army warrior training (AWT) and the WTBD in a realistic, tactical environment.

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(2) Focuses on tactical skills, MOS technical skills, and reinforce Soldier survival skills.

(3) Is conducted in an austere field environment, under all weather conditions, at night as well as day, to replicate the stress, sounds, and conditions of the current operating environment.

(4) Is conducted during the final 4 weeks of training. During the FTX, Soldiers will undergo a series of events exposing them to the rigors of duty performance during field operations. The intent of the FTX in AIT/OSUT is to integrate MOS and combat survival skills into a simulated tactical scenario, and give Soldiers the opportunity to demonstrate their newly learned skills under realistic conditions. Address the FTX in a separate module in the POI.

c. Submit exceptions to FTX requirements to TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651 for approval.

3-21. Phase validation for BCT

a. Administer phased training, prescribed by the BCT POI to all BCT Soldiers.

b. The BCT proponent is responsible for the design and content of phased validation.

c. Training (particularly unit reinforcement training), will emphasize preparing Soldiers to correctly perform BCT tasks.

d. Use the following general guidance for the conduct of phase validation-

(1) Score tests on a go or no-go basis.

(2) Counsel Soldiers receiving a no-go and give remedial training on the task(s) not passed.

(3) Retest Soldiers on the task(s) for which they received a no-go.

(4) Conduct an AAR at the completion of training.

3-22. Testing procedures for AIT and the military occupational specialty (MOS) portion of OSUT

a. Proponents will develop within course tests (end of appendix/block/module) for MOS producing courses according to guidance outlined in TR 350-70, chapter VI-7. Continuously assess the validity of each task evaluated and its relevance, make changes as appropriate.

b. Commanders will ensure Soldiers are tested IAW the SEP for the course being presented. Guidelines for development of SEPs are outlined in TR 350-70; paragraph VI-7-5. The SEP informs Soldiers, instructors, and other personnel of the course graduation requirements. Explain the requirements of the SEP to each IET Soldier at the beginning of each course and prominently post on the bulletin board.

c. Within course tests must provide a fair and accurate evaluation of the Soldier's ability to perform the tasks presented to established standards.

d. Hands-on, performance-oriented testing is the norm throughout TRADOC. Situational based, written open book reference tests (when used), must require the Soldier to not only extract data, but also apply the data to specific situations they are likely to encounter on the job. Use closed book, knowledge based written tests only if it is necessary to verify the learner's knowledge as a prerequisite for later performance testing, where the knowledge is applied (as a building block to later tests). All testing is conducted in an environment that would replicate the Soldier's duty position in the unit, as far as safety and environmental considerations will allow and IAW test administration instructions.

e. Each test will have at least two versions. Use all versions concurrently.

f. Tests are monitored by quality control personnel reporting to the brigade or ATC commander, as determined by the local commander. Certify unit cadre personnel IAW TR 350-70, [chapter III-4](#), and [TR 350-18](#), paragraph 3-44, before they are permitted to participate in the testing process.

g. Score tests on a go or no-go basis. Determine the passing (cutoff) score for making the go or no-go determination during test design and validation, and document it within the course SEP.

h. Conduct counseling with each Soldier to reinforce strengths on tasks accomplished and to correct weaknesses on tasks missed.

i. The goal is 100 percent performance to standard on all tasks by each Soldier. Consider Soldiers unable to achieve this goal for remedial training and retesting, prior to graduation, or reassignment to another company in a follow-on cycle.

j. Remedial training is a joint responsibility of Soldiers and trainers. Provide Soldiers failing to achieve task/course standards opportunities to review material and practice skills with SMEs prior to undergoing retest.

k. Retesting will include all tasks failed.

l. IAW the SEP, IET Soldiers that fail an end of appendix/block/module retest are prohibited from progressing further in the course, and considered for new start to a follow-on class or elimination.

3-23. IET Soldier details

a. Restrict use of IET Soldiers for details to a minimum. Details off the installation are restricted to military honors details such as flag or funerals.

b. As appropriate, give consideration to using an entire unit (section, squad, platoon, class, or company) to meet requirements, rather than distributing the requirement over several different

units. This will lessen the need for individuals to make up training, and provides additional opportunities for building teamwork. IET Soldiers will perform details, at a minimum, as a battle buddy team.

c. To the maximum extent feasible, IET cadre will supervise IET Soldiers when they are performing details. In cases where non-IET cadre is supervising IET Soldiers, the supervisor will have attended the SCTC or ISCTC. Make maximum effort to utilize this time for reinforcement of soldierization skills.

d. Any civilian employee overseeing IET Soldiers on a routine basis will be ISCTC qualified. Include the duties and responsibilities related to IET Soldier management in the civilian's official job description and on their annual performance evaluation.

3-24. IET Soldier leader positions

a. IET Soldiers may serve as squad, crew, group, or section leaders and platoon guides, during any or all phases of IET. Teach Soldiers appointed as IET Soldier leaders the functions, duties, and responsibilities of their positions prior to assuming those duties. Allow IET Soldier leaders to use their initiative, authority, and assume responsibilities commensurate with their position, experience, and ability while under supervision of IET cadre.

(1) IET Soldiers are authorized to wear brassards indicating rank IAW AR 670-1, chapter 28. They are not considered NCOs, nor accorded the privileges of NCOs.

(2) Appoint IET Soldiers and prior service Soldiers attending reclassification training to leadership positions identified in paragraph 3-24a.

(a) Reclassified and prior service Soldiers in the grades private through specialist are authorized to hold IET Soldier leader positions, but are not considered NCOs. Privileges are IAW paragraph 3-26.

(b) NCOs will wear their proper rank, and be treated as the NCOs they are. Privileges are IAW paragraph 3-26.

b. Do not assign an IET Soldier a leader's responsibility for a mission or function that is normally the responsibility of a permanent party Soldier.

c. Do not use an IET Soldier leaders responsibility as primary instructors during formal instruction. Use IET Soldier leaders as assistant instructors, provided such duty or preparation does not keep them from scheduled instruction.

3-25. Promotions, awards, and competitions

a. Commanders are strongly encouraged to utilize meritorious promotion authority granted in AR 600-8-19, paragraph 2-3h(3) to the maximum extent possible.

b. Commanders should establish a comprehensive award system within each TRADOC service school and ATC. This system should provide recognition for both IET Soldiers and cadre personnel. Any award program must meet the requirements of AR 600-8-22, AR 672-20, and [TR 672-6](#).

c. Commanders are strongly encouraged to implement inter-unit competitions to instill the Warrior Spirit. Soldiers and units are to compete against common standards, rather than against each other, unless conducting obvious head-to-head competition such as physical fitness courses, combatives, drill and ceremony, etc. Competition should recognize each Soldier or unit that meets or exceeds the standards.

d. All levels of command must constantly monitor competitive programs and ensure that competition supports, rather than detracts from training objectives. Take care to ensure statistics do not assume major importance and create undue pressure on the IET Soldier or the cadre.

3-26. MOS trained/prior service Soldiers

a. MOS trained and prior service Soldiers are those individuals, in any grade, who have previously completed IET and are attending skill level 1 training in IET units as a result of reclassification or enlistment actions. Reclassified and prior service Soldiers are not considered IET Soldiers, however, they are assigned to IET units. This definition does not apply to those Soldiers who failed to complete the requirements for the award of a MOS as part of the initial IET process. Reclassified and prior service Soldiers must meet all course requirements for graduation (APFT, etc.) and are subject to IET policies, unless otherwise stipulated in this regulation.

b. IAW Chief of Staff, U.S. Army guidance, [AR 601-210](#), paragraphs 5-20, the following prior service guidelines will apply:

(1) Prior service Air Force, Navy, or Coast Guard personnel who have not completed a U.S. Army BCT Course or U.S. Marine Corps Basic Training Course must attend the WTC IAW AR 601-210.

(2) All prior service applicants are required to attend WTC, if they have had a break in service of 3 or more years.

(3) Prior service personnel who enlist for a MOS held during their previous enlistment, and have less than a 3 year break in service are assigned directly to operational units.

(4) Prior service personnel who enlist for a MOS not previously held, and have less than a 3 year break in service will attend AIT in the new MOS. If the new MOS is taught in the OSUT mode, the person will enter training at a point at which all MOS training is accomplished.

(5) Treat prior service personnel in WTC with permanent party privileges. Prior service personnel with a break in service of less than 3 years are treated as outlined in paragraph 3-26c.

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(6) WTC Soldiers going to AIT must pass the APFT at 50 points per event and 150 minimum total points prior to graduation. Those Soldiers who are scheduled to report directly to a unit must pass the APFT at 60 points per event and 180 minimum total points.

c. Duties/responsibilities.

(1) Commanders may take advantage of the experience and leadership abilities of reclassified and prior service Soldiers, and use them to augment their cadre. However, the primary duty of reclassified and prior service Soldiers is to attend training and become technically proficient in their new MOS.

(2) Prior service NCOs in training may assist with IET Soldiers with regular cadre oversight, after appropriate orientation and certification by the unit commander/first sergeant on TRADOC policy regarding leadership and treatment of IET Soldiers.

(3) There is no requirement for reclassified or prior service Soldiers to receive reinforcement training on skills taught in BCT or the BCT portion of OSUT. However, AIT/OSUT commanders will evaluate each Soldier's proficiency in all areas (not just MOS subjects) and ensure training is provided, as required. Use reclassified and prior service Soldiers who are proficient in common tasks as demonstrators and assistant instructors. Use reclassified and prior service NCOs as assistant evaluators in training IET Soldiers.

(4) Reclassified and prior service Soldiers should not be billeted with IET Soldiers, and when housed in a separate building the separate and secure requirements do not apply. If training locations cannot meet this provision, commanders may billet prior service Soldiers in the same barracks complex as IET Soldiers. These Soldiers will not be billeted on the same floor as IET Soldiers and commanders must comply with the separate and secure policies IAW paragraph 2-8. Commanders are encouraged to integrate reclassified and prior service personnel with IET Soldiers during training, to enhance training by taking advantage of their knowledge, experience, and leadership abilities.

(5) Privileges for reclassified and prior service personnel.

(a) Although reclassified Soldiers are subject to IET policies and procedures, their privileges are the same as those of permanent party members of equal grade. They are treated with the dignity and respect due their grade.

(b) The unit commander determines specific privileges, based on such factors as grade, training performance, self-discipline, motivation, and conduct.

(c) Fraternization between reclassified, prior service Soldiers, IET Soldiers, and cadre is forbidden IAW AR 600-20, paragraph 4-14b.

d. This paragraph is not applicable to individual ready reserve (IRR) Soldiers re-activated to military service. Utilize the guidelines outlined in the IRR mobilization (MOB) training strategy (appendix J).

3-27. Safety

a. Conduct realistic training exercises within the bounds of an effective composite risk management program. Before training, ensure the complete integration of composite risk management along with command approval prior to the event, then thoroughly brief all cadre and IET Soldiers on the risks associated with each specific training event/activity. This will include identification of specific hazards, and controls used to reduce the risk of accidents associated with the training event. TSP composite risk assessment and unit risk assessment will be reviewed to verify the proper level of risk has been identified. IET risk assessment will address all applicable safety procedures and potential accident producing conditions. Emphasize unusual vehicle, water, weapons safety considerations, and environmental hazards in training areas prior to and during the training. Training cadre is proactive and aggressive in reducing/preventing training injuries and fatalities.

(1) Each installation will establish standard procedures to ensure that emergency treatment is readily available during training.

(2) TRADOC service schools and major subordinate commands will apply composite risk management techniques to eliminate or control hazards IAW guidelines established in FM 5-19, TR 350-70, chapter I-2, and TR 385-2, paragraph 3-2. The safety manager will review and validate all TSP risk assessments.

(3) Brigade, battalion, and company commanders, CSMs and first sergeants will complete the Commander's Safety Course prior to assuming IET duties. The Commander's Safety Course (Course number 012G1403) is one of the ATSC distance learning courses accessible at <https://www.aimsrdl.atsc.army.mil/secured/acctop.htm>.

(4) Unit commanders will ensure all safety controls identified in the composite risk management worksheet are implemented prior to the start of training.

(5) The instructor will integrate the appropriate safety/caution statement into each task, and evaluate performance, while Soldiers perform the task to the prescribed standard. The instructor will have a copy of the composite risk management worksheet with them during the training event.

(6) All training safety is built on a three tiered approach to safety (command, leader, and individual).

(a) Tier 1 (commander responsibility). Validate the structural soundness of the training and evaluation plan for safety, ensure safety related matters are addressed, and make risk acceptance decisions. Ensure all risk assessment worksheets are signed at the appropriate level for the risk involved (low, moderate, high, or extremely high).

(b) Tier 2 (first-line leader responsibility). Consider actions taken by responsible individuals, establish a safety over watch of training, focus on adherence to standards, and make risk acceptance decisions within the commander's intent and delegated authority.

(c) Tier 3 (individual Soldier responsibility). Ensure Soldiers look after themselves and others, and know how to recognize unsafe conditions and unsafe acts. Soldiers must meet their individual responsibilities for safety, and recognize and report unsafe acts to leaders.

b. Commanders will also ensure that cadre and IET Soldiers are aware of the appropriate procedures for reporting suspicious or adverse incidents during non-training hours. Examples are (but not limited to): actual or suspected instances of fire, theft, altercations; suicide gestures or attempts; injury; unusual health symptoms; or any other unusual behavior or event.

3-28. Composite risk management

Commanders and trainers of IET Soldiers will utilize the principles and procedures established in FM 5-19. Commanders will ensure cadre receives composite risk management training prior to assuming sole control over the IET Soldier. The composite risk management process assists commanders in making informed, conscious decisions on eliminating unnecessary risks, and in accepting residual risks inherent in accomplishing the mission.

3-29. Line of duty (LOD) investigations

The unit commander will ensure DA Form 2173 (Statement of Medical Examination and Duty Status) is completed promptly and forwarded through channels to the appointing authority. DA Form 2173 is vital for United States Army Reserve (USAR) and Army National Guard (ARNG) Soldiers who have sustained illnesses or injuries with lasting significance, and require follow-on medical evaluation and treatment upon returning to their home stations (see paragraph H-6 for further guidance). [AR 600-8-4](#) prescribes the use of DA Form 2173, the primary record in the LOD determination process.

3-30. Severe weather notification

Develop, coordinate, and periodically test severe weather notification plans. These plans will include the requirement for units/activities to acknowledge the receipt and documentation of such notification. The organization issuing the warning should maintain a log of the time of notice, receipt of acknowledgement(s), and person(s) acknowledging receipt.

3-31. Medical support for training

a. All training activities, from the classroom to the field firing range, require well thought out plans for medical care and evacuation. Recommended levels of medical support for high risk training are defined by conducting thorough risk assessments of the scheduled training.

b. When a composite risk assessment indicates a lower level of support than the minimum as defined by local policy, TSP, and risk assessment, commanders and commandants may (with the concurrence of the installation's medical treatment facility (MTF) commander and safety officer), authorize by memorandum an appropriate lower level of support. When a decision is taken to lower the level of medical support below the minimum recommended, for any training activity inform the TRADOC Safety Office (ATCS-S) via e-mail at monr.atcs-s@conus.army.mil.

c. TRADOC service school and major subordinate command commanders and commandants will assess and certify the adequacy of medical support to training at least annually. This

responsibility will not be delegated. Commanders and commandants conducting high risk training shall rehearse their medical support plan (casualty response, evacuation, and treatment) at least semiannually, with focus on responding to a training catastrophe.

d. Training unit or MTF commanders will ensure that health care specialists (68W health care specialist) providing support to training maintain their skills IAW Training Circular 8-800. These may be coordinated through the IET health care committee (see para 3-40), or by a memorandum of agreement with a medical department activity (MEDDAC).

3-32. Combat lifesaver (CLS) training/certification and utilization

a. CLS certified personnel and CLS aid bags are required:

(1) In RECBNs and BCT/OSUT units, at least one CLS certified DS or cadre member and one CLS aid bag, present during training per platoon. Units will maintain at a minimum one CLS certified Soldier for every 60 Soldiers involved with the training unit.

(2) In AIT units, at least one CLS certified PSG or cadre member and one CLS aid bag, present during training per company. Units will maintain at a minimum one CLS certified Soldier for every 60 Soldiers involved with the training unit.

b. IET UMT members are encouraged to obtain CLS certification.

c. Commanders will coordinate training schedules for the CLS course and annual recertification with supporting medical instructor organizations or MEDDAC.

d. Commanders will establish accountability for CLS medical equipment sets (aid bags) and supplies through their supply sergeants (see table 3-1 for required items). CLS aid bags should be inventoried monthly and resupplied as items are used or expire. Resupply of CLS aid bags through class VIII accounts with the supporting MEDDAC.

Table 3-1
CLS medical equipment set

Quantity	Item	NSN
1	Case, medical set, nylon (aid bag)	6545-01-161-7145
1	Tourniquet, combat application (CAT TM)	6515-01-521-7976
3	Bandage, muslin, compressed ("cravat" bandage)	6510-00-201-1755
2	Bandage, gauze, 6-ply, 4-1/2 in. (Kerlix [®])	6510-00-105-5807
2	Bandage kit, elastic ("trauma dressing")	6510-01-492-2275
1	Catheter and needle unit, 14 gauge	6515-01-467-1335
1	Adhesive tape, surgical, silk, 3"	6510-01-221-1495
2	Sodium chloride injection ("normal saline"), 500 ml	6505-01-372-3425
2	Catheter and needle unit, 18 gauge, intravenous	6515-01-315-6227
1	Adapter, catheter ("saline lock")	6515-01-519-5778
1	Tourniquet, non-pneumatic ("constricting band")	6515-01-146-7794
1	Dressing, occlusive, clear, 4.75x4" (Tegaderm TM)	6510-01-519-8421
2	Pad, isopropyl alcohol (alcohol pads)	6510-00-786-3736
2	Pad, povidone-iodine ("Betadine [®] " pads)	6510-01-029-7352
1	Syringe and needle, hypodermic, 3 ml, 23 gauge (to flush saline lock)	6515-01-519-5872
1	Intravenous injection set	6515-01-330-6218
1	Airway, nasopharyngeal	6515-00-300-2900
1	Splint, universal, aluminum ("SAM [®] " splint)	6510-01-217-1236
1	Bandage, elastic, 6" x 4-1/2 yd. ("Ace" bandage)	6510-00-935-5823
1	Dressing, first aid, field, 11 3/4" ("abdominal dressing")	6510-00-201-7425
1	Scissors, bandage	6515-00-935-7138
2	Oral rehydration salts	6505-01-197-8809
2	Gloves, patient examining	6515-01-491-5719
1	Department of Defense (DD) Form 1380 (Field Medical Card)	N/A
1	CLS Medical Equipment Set Inventory	N/A

e. Certified CLSs should be allowed to fully utilize their CLS skills when providing care for Soldiers (they can start intravenous fluids for heat injuries after the institution of cooling measures).

f. Personnel qualified and certified to perform a higher level of medical care (68W health care specialist) may fill the requirement for CLS, when available.

3-33. Injury prevention measures

In addition to the guidance in FM 21-20 and IET SPT Guide the following measures should be employed in order to mitigate overuse injuries:

- a. Place Soldiers in order of height (shortest to tallest) in running and marching formations.
- b. Ensure march paces do not exceed 5 kilometers per hour.
- c. Use the fittest Soldiers for road guard duties.
- d. Rotate road guard responsibilities.

- e. Avoid high impact activities for corrective training (running, marching, jumping). There is no benefit to exceeding the SPT guidelines for running, even for those who require remedial PT.
- f. Maximize "field feedings" to decrease the amount of marching to and from dining facilities (DFACs).
- g. Encourage Soldiers to apply ice to injured parts when prescribed by a health care provider or recommended by self-care guidelines.
- h. Maximize transportation vehicles for moving Soldiers to training areas.
- i. Encourage Soldiers to wear the sock liner under the cushion sole sock during the first 3 weeks of training (during new boot break in period), and for any foot march greater than 5 kilometers.

3-34. Suicide prevention

- a. Commander and UMT orientations in IET units will include instruction on suicide awareness and identification of potentially suicidal Soldiers. Instruction to Soldiers will include the appropriate actions they should take in the event a fellow Soldier talks to them about suicide; specifically, Soldiers must recognize the need to immediately notify the first cadre member available in the chain of command.
- b. Commanders must comply with the provisions of DOD Directive 6490.1 and DOD Instruction 6490.4, before sending Soldiers for mental health evaluations to avoid violations of legal requirements. Commanders must counsel Soldiers reported to have discussed or alluded to suicide. The commander will ensure Soldiers in emergency/urgent situations are immediately referred to mental health personnel for counseling and evaluation, and accompanied by an NCO to the appointment until the mental health professional assumes control. An NCO is required to pick the Soldier up from the mental health facilities and to meet with the health provider as a representative of the commander to ensure the Soldiers condition and diagnosis is clearly communicated to the unit. Soldiers in this category will not be left alone or unsupervised. Escorts for subsequent appointments are not required to be an NCO. Counsel individuals in routine (non-emergency) situations, IAW DOD Instruction 6490.4, section F, prior to referral/meeting with mental health professionals.
- c. Mental healthcare providers may return IET Soldiers to their units, once they have determined the Soldier is no longer an imminent threat to harm themselves or others, following an outpatient evaluation or upon discharge from the inpatient status.
 - (1) The mental healthcare provider may make precautionary recommendations to the commander that the Soldier be watched for some period of time. The mental health provider must stipulate the level of follow-up as part of the release to the unit.
 - (2) TRADOC service schools and major subordinate commands will develop a "unit watch" program, which will involve supervised watch of the IET Soldier in the implementation of

mental healthcare provider guidance. The decision to place a Soldier under supervised unit watch will always be made in close coordination and consultation with mental healthcare providers. In unit watch the unit/cadre will observe/supervise the IET Soldier pursuant to the precautionary timeframe and conditions recommended by the mental healthcare provider.

(3) The unit watch program is to complement the guidance established in DOD Directive 6490.1 and DOD Instructions 6490.4. The unit watch program must ensure:

(a) Positive control of the returned IET Soldier, especially during periods of transition, from training events to other appointments.

(b) Soldiers under watch are escorted at all times, and not left alone or unsupervised.

(c) Those entrusted to conduct unit watch are thoroughly briefed on the importance of being with the Soldier at all times.

(d) While in unit watch status, the Soldier requires close follow-up by behavioral health as specified in paragraph 3-34c(1).

d. IET Commanders will ensure 50 percent of assigned DSs and PSGs, 10 percent of assigned cadre and all UMT members will receive training in the current Army approved suicide prevention program. UMT members are available to train DSs and cadre in suicide awareness, identification, and prevention, and also in applying suicide intervention techniques. Chaplains are also available for counseling Soldiers suspected of contemplating suicide, yet do not conduct mental health evaluations. UMTs should be considered a first line of defense and are an excellent resource in conjunction with mental health services.

e. BCT battalion commanders should send written notification (not via e-mail) to the gaining AIT brigade/battalion commanders in reference to Soldiers who required behavioral health intervention for suicidal behaviors during IET. Notification should be in memorandum format (see figure 3-2 for a sample suicidal behavior memorandum).

MEMORANDUM FOR (Commander, Brigade/Battalion receiving Soldier)_____

SUBJECT: Suicidal behavior

1. _____ (Soldier's name), received community mental health services for suicidal/self-injurious behavior during basic training. The Soldier has been cleared to continue duty. The Soldier does/does not require further monitoring for suicidal/self-injurious behavior. The Soldier does/does not require follow-up with behavioral health professionals.

Figure 3-2. Sample suicidal behavior memorandum

3-35. Preventing communicable illnesses

a. Taking measures to prevent communicable illnesses is important in the contexts of protecting IET Soldiers whose immune systems are vulnerable; during the annual influenza season; and mitigating risks from communicable disease outbreaks.

b. The most important measures in preventing communicable illnesses are at the individual level. In military organizations, leaders must ensure that these measures are emphasized, enforced, and enabled.

c. See figure 3-3 for individual measures to prevent communicable illnesses:

(1) Hand hygiene. This includes washing or sanitizing the hands every time after using the latrine; before touching food; after sneezing, blowing one's nose, or coughing; and after touching any common surface.

(2) Avoiding touching one's eyes, nose, and mouth.

(3) Not sharing personal items (razors, towels, clothing, etc).

(4) Limiting skin-to-skin contact and scratching.

(5) Keeping wounds covered and clean.

(6) Coughing or sneezing into one's elbow, not into the hands.

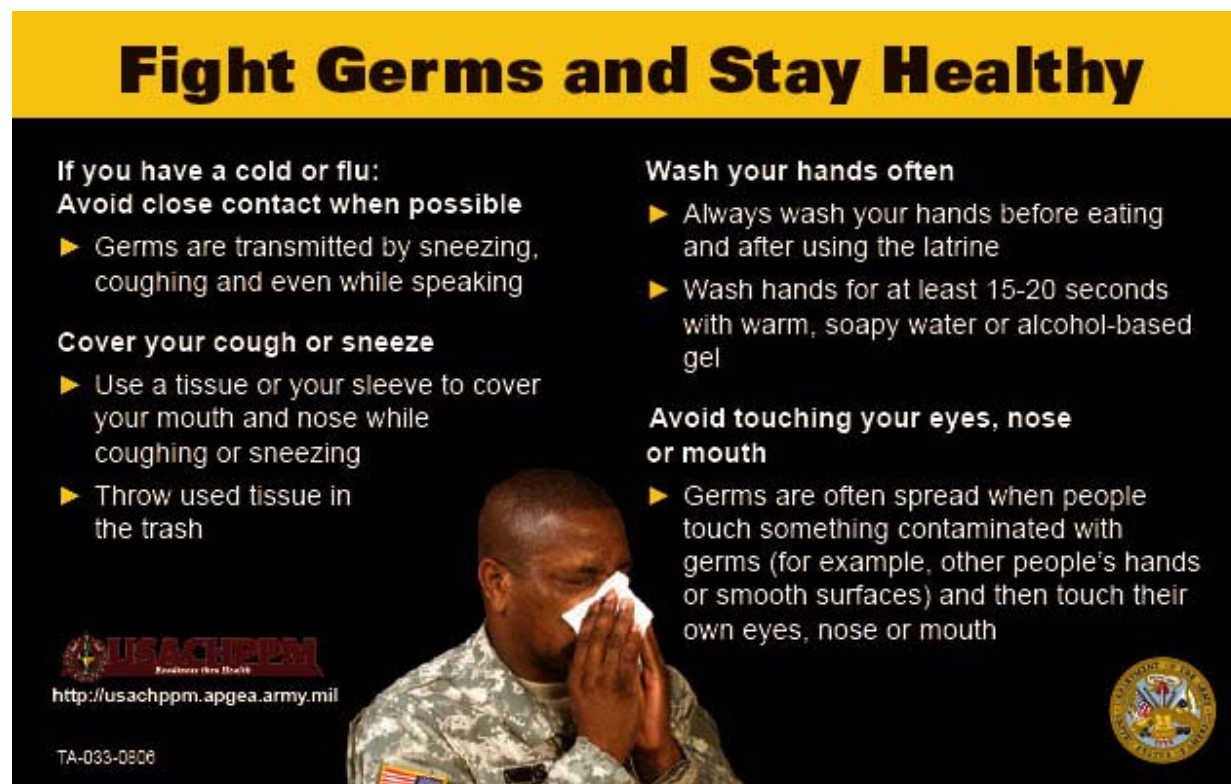


Figure 3-3. Fight Germs and Stay Healthy Poster

d. Leader measures to prevent communicable illnesses are to:

(1) Ensure all Soldiers are up to date on immunizations, by monitoring the unit's medical protection system (MEDPROS) database. See paragraph H-9 for policy on access to MEDPROS.

(2) Ensure each Soldier has at least 72 square feet of living space (see paragraph 3-38a(4)). A two-man bunk requires 144 square feet of floor space if both beds are occupied (72 square feet per person times 2). All available billeting, including temporary facilities and tents when necessary, should be used to ensure this minimum space allowance. Commanders should schedule use of common areas, such as, dining facilities, classrooms, theaters, and latrines to avoid overcrowding.

(3) Ensure bunks are oriented head to foot. Respiratory diseases are transmitted primarily via large virus-laden droplets propelled a short distance through the air from a cough or sneeze. Arranging bunks so that Soldiers' head and foot positions are alternated increases the distance between breathing zones. The bunk arrangement depicted in figure 3-4 maximizes available floor space and the distance between bunk/cots while still maintaining egress routes and allowing for adequate command and control.

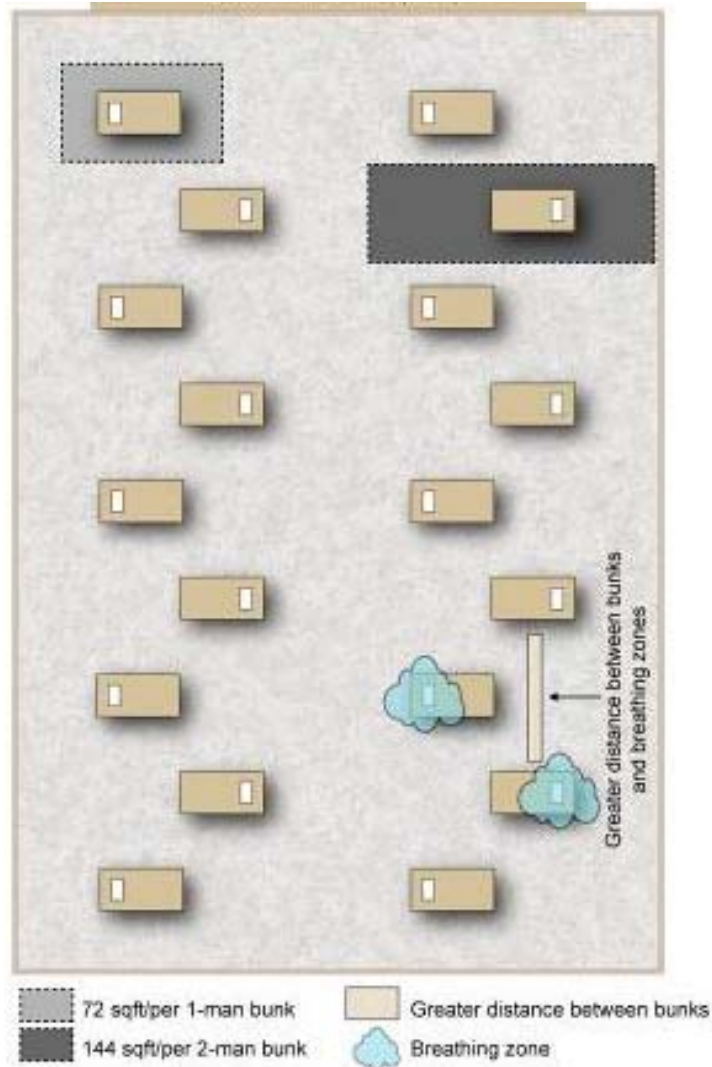


Figure 3-4. Optimal bunking layout

(4) Enforce barracks hygiene. Improved standards for barracks hygiene can help reduce the spread of infectious diseases. These measures also prevent growth of mold. Methods of decontaminating and surfaces include detergent-based cleaning followed by rinsing, and the use of disinfecting agents.

(a) Ensure disinfectant solution is utilized. A solution of household bleach and water is recommended. Use $\frac{1}{4}$ cup bleach in 1 gallon of cool water, or 1 tablespoon bleach in 1 quart of cool water. A solution of bleach and water loses its strength over time and is weakened by heat and sunlight. Mix a fresh bleach solution each day that it is needed. The solution can either be applied via a bucket and cloth/sponge or a spray bottle and cloth/sponge. Disposable cloths, such as paper towels, are recommended. Chlorine evaporates into the air leaving no residue, so surfaces sanitized with bleach may be left to air dry. Allow mop heads to dry before reuse by hanging the mop by the handle with mop heads down.

- Conspicuously post mixing instructions for bleach and water. Do not mix bleach with other cleaning chemicals. Mixing chemicals with bleach may produce hazardous gases. Before using anything other than bleach for disinfection, consult with your local preventive medicine office.
- Always read the label and follow the manufacturer's instructions exactly. An example poster of mixing instructions is provided in figure 3-5.

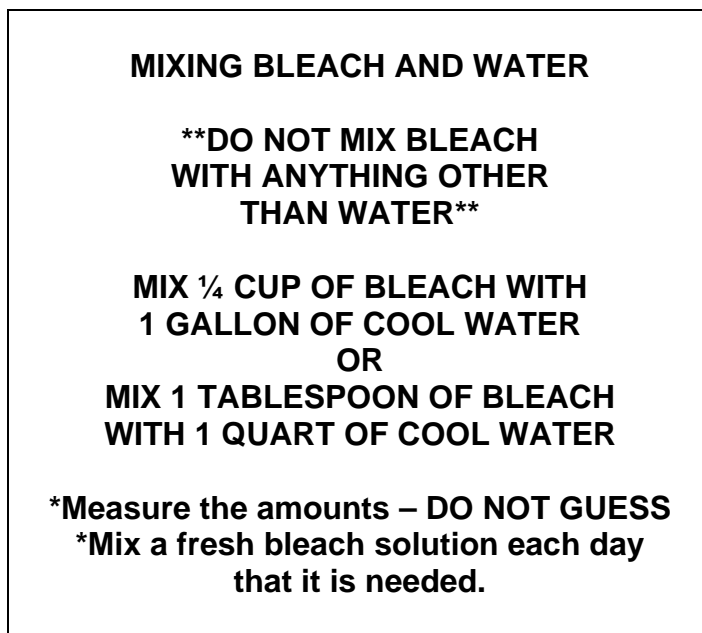


Figure 3-5. Mixing bleach and water

(b) Recommended cleaning cycle.

- Daily: Disinfect bathroom floors, sinks, showers, toilets, doorknobs, handles, light switches, and other high-touch surfaces; clean other visible dirt on floors and surfaces as necessary.
- Weekly: Launder all soiled laundry and linens; mop floors and clean all horizontal surfaces with soap and water.
- Every 3 weeks: Turn in blankets, pillows, and mattress covers for laundering.
- End of training cycle: Turn in blankets; wipe down mattresses with disinfectant solution; launder mattress pads (if applicable); clean all walls, blinds, windows, and areas not routinely cleaned with soap and water.

(c) Recommended cleaning methods.

- Toilets, urinals, showers, and sinks. Clean toilets daily using a toilet brush and disinfectant; this will prevent the build-up of scale, which can harbor pathogens. Sinks, showers, and urinals should be disinfected daily with a bleach and water solution to prevent buildup of microbial films.
- Floors, walls, and other environmental surfaces. Exposure to pathogens as a result of microbial contamination on floors and furnishings is very low. The transfer of

microorganisms from environmental surfaces to individuals is largely via hand contact with the surface. High-touch surfaces (such as, doorknobs, handles, light switches, and wall areas around toilets) should be cleaned and disinfected daily. Horizontal surfaces, such as windowsills and floors, should be cleaned weekly with detergent and water and kept visibly clean as necessary. Extraordinary cleaning and disinfection of floors is not recommended. Cleaning of walls, blinds, and window curtains is recommended between training cycles or more frequently if they are visibly soiled.

- Laundry, mattresses, and pillows. Launder soiled clothing and linens weekly at 160° Fahrenheit (F), or at 104 °F to 140 °F using an activated bleach powder. Turn in sheets and pillowcases weekly for laundering whether they appear soiled or not. Blankets, pillows, and mattress covers should be turned in every 3 weeks or when personnel change. Plastic-covered mattresses are preferred for ease of disinfection. If fabric mattresses are used, keep them dry; discard mattresses if they become and remain wet or stained, or if they become unserviceable. Between training cycles or when personnel change, clean and disinfect plastic mattress covers using U.S. Environmental Protection Agency registered disinfectants (see <http://www.epa.gov/oppad001/chemregindex.htm>) that are compatible with the cover material, and exchange blankets. Replace mattress and pillow covers if they become torn or unserviceable.

3-36. Managing outbreaks of communicable illnesses

- An outbreak is a sudden increase in numbers of a given illness.
- If an outbreak is suspected, contact MTF authorities immediately.

3-37. Field sanitation team (FST) training and utilization

- Trained and equipped FSTs are required in:

(1) All BCT/OSUT/AIT units; at least two trained cadre and one FST equipment set per company/troop/battery (see table 3-2 for modified FST equipment set).

Table 3-2
Modified FST equipment set

Item	NSN	Unit of Issue	Quantity
Book record ledger double entry	7530-00-286-6211	EA	1
Goggles, industrial, non-vented	4240-00-190-6432	EA	2
Thermometer, food	6685-00-444-6500	EA	2
Pad, isopropyl alcohol	6510-00-786-3736	PG	1
Gloves surgical disposable	6515-01-150-2978	BX	1
Test paper, chlorine residual (food service)	6630-01-012-4093	PG	1
Test strips, pH & Cl	6640-NCM-02-1025	PG	1
Calcium Hypochlorite, 6 oz	6810-00-255-0471	BT	1
Spoon measuring plastic (0.5 g)	6640-01-070-7877	EA	2
Wet bulb-globe temperature with tripod	6665-01-381-3023	EA	1
Insect bite paste, 12s	6505-01-513-7682	PG	5

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(2) Units that resource FTXs at the battalion level may request an exception to policy and resource one FST.

b. Commanders will coordinate training for the FST course with their supporting MEDDAC environmental science personnel.

c. Commanders will establish accountability for modified FST equipment sets through their supply officer.

d. Duties. Members of the FST will assist their commanders to:

(1) Monitor overall sanitary conditions in the barracks, dining facility, ranges and training areas occupied by the unit.

(2) Ensure potable water containers are maintained:

(a) Prior to use, scrub the container with a solution of 1/2 meal, ready to eat (MRE) spoonful of calcium hypochlorite dissolved in 1 gallon of water. If calcium hypochlorite is not available, use 3 MRE spoonfuls of household bleach dissolved in a gallon of water.

(b) Test the water using a chlorination test kit.

(c) Add more calcium hypochlorite, if necessary, to maintain a minimum chlorine residual of 2 parts per million or as prescribed locally.

(d) Empty and clean the container at least once every 3 days.

3-38. Personal health and hygiene

a. To instill good hygiene habits in all Soldiers, each TRADOC service school and major subordinate command will establish a comprehensive personal hygiene program. Elements of the personal hygiene program include but are not limited to:

(1) Opportunity for Soldiers to bathe daily, whether in garrison or field environment (consistent with training presented in TSP 805-B-2044, Practice Personal Hygiene Measures accessible at <https://www.us.army.mil/suite/folder/6653207>).

(2) Caution against hot and cold weather injuries (consistent with training presented in TSP 805-B-2025, First Aid 9 (Treat a Casualty for Heat or Cold Injury accessible at <https://www.us.army.mil/suite/folder/6648805>)).

(3) Reinforcement of good dietary habits (consistent with training presented in TSP 805-B-2044, Practice Personal Hygiene Measures).

(4) Ensuring adequacy of billeting and maintenance of sanitary, healthful conditions, and net square footage guidelines as defined by AR 210-50, to include:

(a) In BCT/OSUT, 72 net square feet per Soldier is the standard, exclusive of stairs, halls, latrines, utility rooms, recreation areas, storage rooms, or other administrative areas. All available billeting is used to achieve this standard.

(b) In AIT, 90 net square feet per Soldier is the desired goal, unless the AIT is located at an ATC.

(c) Commanders will notify the TRADOC DCG when they cannot meet the 72 square foot standard, and will request permission from the DCG-IMT before placing Soldiers in less than 60 square foot per Soldier, after accomplishing the following:

- Installation fire marshal must verify the fire life safety codes are being met at the increased density.
- Preventive medicine personnel periodically check air quality.
- Sufficient latrine and shower facilities are made available.

(d) During periods of surge or mobilization the absolute minimum square footage per Soldier in BCT is 40 square foot and must be approved by the DCG-IMT with concurrence of the TRADOC Surgeon.

(e) Diversion of barracks space for other purposes (for example, offices, weight rooms, dojos) will be limited and will not result in the use of portable buildings for barracks. Barracks will be maintained IAW 10/20 standards for cleanliness, serviceability, and safety.

(5) TRADOC service schools and major subordinate commands will ensure posters emphasizing personal hygiene measures to mitigate the risk of a communicable illness outbreak are conspicuously displayed in the barracks, DFACs, and in latrines. Personal hygiene posters with three different backgrounds are downloadable off the TRADOC Surgeon's web site at <http://www.tradoc.army.mil/surgeon/information.htm> (see Personal Hygiene Information, parts I, II, and III).

b. Commanders will adhere to the following when IET Soldiers are donating blood:

(1) Blood donations will not be allowed during RECBN inprocessing, to include Soldiers in hold under status or during the first three weeks of BCT/OSUT.

(2) Blood donors should not engage in any strenuous physical activity for 24 hours after donation. Activities to avoid include, but are not limited to running, push-ups, pull-ups/chin-ups, muscle failure PT, heavy lifting, obstacle/confidence courses, APFT (diagnostic or record), etc. Short foot movements to local areas or DFACs can be safely performed.

(3) Avoid prolonged exposure (greater than 1 hour) to heat category 3-5 conditions, and maximum performance events (APFT and foot marches) for 3 days after donation.

(4) Soldiers in OSUT and AIT may donate blood eight weeks after their first donation, then every eight weeks thereafter.

c. Female Soldiers may require additional evaluations and education to ensure they are ready for deployment upon graduation from IET. Commanders of Soldiers in Phase IV and beyond will coordinate with their local MTFs to ensure their female Soldiers have met these requirements for readiness.

3-39. Hearing conservation program

a. Each ATC will follow the Army Hearing Program IAW [Special Text \(ST\) 4-02.501](#), paragraphs 48-53; [DA Pam 40-501](#), paragraph 6-1; and [Technical Guide 41](#). Commanders at all levels will enforce the requirement for all IET Soldiers, instructors, and cadre to wear combat arms earplugs or other approved hearing protective devices, when exposed to noise levels. Hazardous noise levels are defined as 85dBA or greater for steady state noise (such as generators or aircraft), or 140dBp or greater for impulse noise (such as weapons fire). Leaders are responsible for ensuring the Army Hearing Program is implemented in their units, especially the monitoring and enforcement of wearing hearing protection in noise hazardous areas to include blank weapon fire (such as urban operations training).

b. RECBNs will perform Defense Occupational and Environmental Health Readiness System Hearing Conservation audiograms on all new Soldiers IAW [ST 4-02.501](#), paragraphs 2-1 and 2-2, and [DA Pam 40-501](#), paragraph 7-2. Abnormal audiograms may require further audiologic evaluation to include differential diagnostic assessments, appropriate DA Form 3349 (Physical Profile), Medical Review Board processing (in cases of serial 3 hearing profiles that do not have a waiver), existed prior to service (EPTS) processing if a waiver was not issued, and MOS reclassification/MOS renegotiation (see app I).

3-40. Health care committee

a. The IET environment presents unique health care issues. Managing these issues involves a joint effort between MTF clinical staff and training battalions. An IET health care committee provides the structural framework to facilitate this effort and develop coordinated approaches at the battalion level.

b. Objectives:

- (1) Reduce and control injuries in IET that take Soldiers away from training.
- (2) Conduct a regularly scheduled forum at the brigade level.
- (3) Monitor overuse injuries, communicable illnesses, environmental injuries, and suicidal behaviors.
- (4) Identify issues that would need the attention of HQ TRADOC and U.S. Army Accessions Command.
- (5) Obtain feedback on initiatives.

- c. The health care committee can be stand alone, or part of a committee already in existence.

(1) Membership. Commandants should identify a brigade commander as the chairperson. The commandant staff and MTF will determine the rest of the committee membership. Membership may include but is not limited to:

- (a) Chief, primary care or deputy commander for clinical services.
- (b) Commander, MTF and/or dental clinic.
- (c) Psychologist or social worker for IET.
- (d) Officer in charge, MTF physical therapy.
- (e) Chief, preventive medicine.
- (f) Environmental science officer.
- (g) Training chaplain.
- (h) Training unit commanders and/or senior NCOs.
- (i) Senior NCO for medical support to training.

(2) Agenda. Items to be addressed may include but are not limited to:

- (a) Sick call.
- (b) Medical support for training.
- (c) Access to specialty care, (for example, orthopedics, podiatry, mental health).
- (d) Medical evaluation board (MEBs).
- (e) IET attrition.
- (f) Profiles.
- (g) PTRP.
- (h) Behavioral health professional support.
- (i) Illness, injury, and behavior trends.

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d. The chairperson should forward issues that require the assistance of HQ TRADOC or U.S. Army Accessions Command to the TRADOC Surgeon at monr.atbo-m@conus.army.mil or DSN 680-2097 and commercial 757-788-2097.

3-41. Drill sergeant (DS)/cadre uniform

a. DSs are authorized to wear the DS hat and badge IAW AR 670-1 and AR 600-8-22 upon graduation.

b. Commanders designate the DS duty uniform, but DSs should be in the same uniform as the Soldiers in training when the situation dictates, and will otherwise conform to AR 670-1. DSs will wear appropriate protective gear on all ranges IAW composite risk management assessments and local policies (for example, Kevlar/advanced combat helmet, body armor, and load carrying equipment on live fire ranges). A white reflective band on their Kevlar/advanced combat helmet will identify DSs/cadre.

c. IET units will use color coded road guard vests or reflective equipment (reflective belt, etc.), to distinguish between IET Soldiers and cadre.

3-42. Body composition standards in IET

a. Accessions standards for body composition as stated in AR 40-501, paragraph 2-21b, apply after the first year of IET Soldier's active duty service. The standards of AR 600-9, table 2, are applicable after the initial year of service.

b. Reserve component (RC) Soldiers enrolled in the split training option must meet accession body composition standards for the successive period of active duty training.

c. Measure and weigh initial entry Soldiers within 14 days prior to graduation from AIT/OSUT. Enter this information on the Soldier's DA Form 5286.

d. Enroll and flag Soldiers that exceed one year of active service, and fail to meet the body composition standards IAW AR 600-9, table 2, in the Army Body Composition Program. Ship these Soldiers to the gaining unit and forward the documentation to include the flag (transferable), to the gaining unit.

e. Prior service Soldiers are required to meet the body composition standards of AR 600-9, table 2, upon reentry on active duty.

f. Reclassified Soldiers (those Soldiers currently holding a MOS) must meet the requirements of AR 600-9, table 1, or appropriate all Army activities (Army general message address), more commonly known as an ALARACT message.

(1) Do not enroll reclassified Soldiers with temporary profiles which prevent completion of the APFT in MOS producing courses.

(2) Do not allow Soldiers in temporary duty (TDY) and return status to attend MOS producing courses when they do not meet the body composition standards as prescribed in AR 600-9. Return Soldiers not meeting standards to their home station.

(3) Do not allow Soldiers in TDY en route or permanent change of station, not meeting the prescribed body composition standards as prescribed in AR 600-9, table 2, to attend MOS producing courses. Attach these Soldiers to TRADOC subordinate commands, pending clarification of assignment instructions for follow-on training. The school commandant will notify Human Resources Command (HRC) of the Soldier's ineligibility for schooling and request clarification of assignment instructions.

3-43. Tattoos/brands

TRADOC IET recruit tattoo/brand policies apply to all active Army (AA), USAR, and ARNG Soldiers whether non-prior service or prior service. Army policy governing tattoos is found in AR 670-1, paragraph 1-8e.

3-44. New start program

a. IET Soldiers that demonstrate deficiencies in achieving task standards consistent with their time in training, but maintain the motivation to do so, are considered for reassignment to another company or battalion. Make reassignment to a company in a later cycle (for example, a succeeding class) where the Soldier has the opportunity to repeat the phase of training. These reassignments, made under the new start program, are intended to give motivated Soldiers an additional opportunity to meet the skill standards, and become a productive Soldier in the Army. The success of the New Start Program is a direct function of the manner in which the Soldier is integrated into the new unit.

b. IET Soldiers that have missed training due to emergency leave or hospitalization, and not able to complete training with their current unit, are considered for reassignment to a company in the appropriate week of training.

c. Reassign IET Soldiers under the New Start Program at any point in the training cycle, based upon the recommendation of the chain of command, and approval of the battalion commander. Following the approval to reassign the Soldier under the New Start Program, move the Soldier to the new company or battalion for further training NLT the following duty day.

d. Commanders will not remove Soldiers being considered for the New Start Program from training until the decision is made. Do not use IET Soldiers as detail Soldiers during the new start process. The goal is to get the Soldiers back into training within 1 day of the restart decision. While there are case-by-case exceptions, the decision during IET is authorized as follows:

(1) When a Soldier's performance is unsatisfactory in a certain area, give the Soldier intensive remedial training and retesting in that area. If performance remains unsatisfactory after remedial training and retesting, reassign the Soldier to another company or battalion in a follow-on cycle.

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(2) Grant new starts for academic retraining to complete AIT/OSUT IAW AR 612-201, paragraph 3-24.

(3) Process individuals unable to complete MOS training IAW AR 612-201, paragraph 3-25.

e. See appendix I for additional information on MOS retraining/reclassification.

3-45. Remedial training

a. Provide Soldiers unable to attain training standards remedial training, to enable them to remain in cycle, rather than giving a new start in a follow-on cycle.

b. Soldiers, not passing an APFT prior to graduation may become a new start. The week of training will be identified by the commander with assistance from the company cadre, allowing the Soldier time to pass the training event. This will be for remedial training only; however, continue to report these Soldiers as holds in ATRRS with a physical fitness (remedial training - APFT) status code (B).

c. If a Soldier fails the required APFT before graduation (50-50-50 for BCT and 60-60-60 for AIT/OSUT), the company commander may hold the individual for up to seven days to retest the individual. If the Soldier fails at the end of the seven days, the battalion commander has the authority to keep the Soldier another seven days in the unit (for a total of 14 days). At the end of 14 days the commander has two choices:

(1) New start the Soldier IAW paragraph 3-44.

(2) The commander may eliminate the Soldier at any point in the process if the Soldier demonstrates lack of motivation or will not make a quality Soldier.

d. In keeping with the IET investment strategy, a Soldier will continue to receive remedial training upon the decision by the chain of command that the Soldier has the mental and physical capacity to succeed.

3-46. Soldiers held for security clearance

a. Process Soldiers that enlisted for MOS training and require security clearance eligibility IAW AR 612-201, paragraph 2-3.

b. Unit commanders are authorized to grant interim collateral security clearance eligibility in the name of the Commander, U.S. Army Central Personnel Security Clearance Facility (USACCF), Fort Meade, MD, to qualified Soldiers of all components IAW AR 380-67, chapter 3, so they may enter into classified training. Unit commanders will review current personnel security adjudicative guidelines for determining eligibility for access to classified information prior to making interim determinations. The intent is to move all qualified Soldiers to the AIT location.

c. Security managers will check the Joint Personnel Adjudication System (JPAS) to ensure the Soldier has the appropriate personnel security investigation (PSI) and security clearance eligibility. If JPAS reflects an open PSI, security managers will also check the security/suitability investigations index (SII) within JPAS to ensure the appropriate PSI has been submitted to and is opened by the Office of Personnel Management (OPM). BCT/OSUT/WTC security managers will contact USAREC G-3 to resubmit the appropriate PSI, as needed.

d. Soldiers having enlisted into either MOS 35G, 35N, 35P, or 35S and are pending Interim Top Secret with Sensitive Compartmented Information (ITS with SCI) will remain at BCT/OSUT/WTC until such eligibility is granted by USACCF.

e. For MOS requiring Secret security clearance eligibility, Soldiers may depart AIT/OSUT/WTC with Interim Secret security clearance eligibility, provided they have a National Agency Check with Law and Credit (NACLC) PSI favorably pending at OPM or USACCF.

f. Soldiers having known, credible, significant derogatory information, and not having final security clearance eligibility, and having enlisted into an MOS listed in table 3-3, are considered security holds and will remain at BCT/OSUT/WTC until:

(1) A voluntary renegotiation of MOS is reached, normally within the first 60 days of hold status; or

(2) Receipt of an USACCF notification denying eligibility for access to classified information, resulting in reclassifying the Soldier into an MOS that does not require security clearance eligibility; or

(3) The 120th day from the PSI submission date, at which time the Soldier will either be reclassified into an MOS not requiring security clearance eligibility or processed for discharge; or

(4) JPAS reflects the appropriate security clearance eligibility.

g. Soldiers with known, credible, significant derogatory information and reclassifying into another MOS requiring security clearance eligibility will not ship until appropriate clearance eligibility requirements for the new MOS have been met.

h. Soldiers in MOS 35W (electronic warfare/signal intelligence) may ship to the 229th Military Intelligence Battalion, DLIFLC and Presidio of Monterey, CA for training.

i. All other Soldiers not identified above will ship to AIT.

j. Soldiers who do not have the appropriate security clearance eligibility to begin AIT, complete AIT, or be granted the MOS upon graduation as specified in the DA Pam 611-21, Smartbook located at the Army HRC website <https://perscomnd04.army.mil/mosmartbk.nsf> and [ATRRS](#) are considered security holds. Security holds will be coded appropriately within ATRRS with the code “=.” Soldiers that have been granted final security clearance eligibility and

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subsequently lose the eligibility, for example, serious incident reports, will not be coded as ATRRS code “=.”

Table 3-3
MOS security clearance eligibility requirements

MOS¹	LOCATION	AIT REQUIREMENTS
13D	Sill	Interim Secret required by Week 1
13F	Sill	Interim Secret required by Week 4
13M	Sill	Interim Secret required by Week 1
13P	Sill	Interim Secret required by Week 1
13R	Sill	Interim Secret required by Week 1
13W	Sill	Interim Secret required by Week 1
14E	Bliss	Interim Secret required by Week 1
14J	Bliss	Interim Secret required by Week 1
14S	Bliss	Interim Secret required by Week 1
14T	Bliss	Interim Secret required by Week 1
21Y	Belvoir	Interim Secret required by Week 1 and ITS with SCI required by Week 21
94A	Redstone	Interim Secret required by Week 4
94E	Gordon	Interim Secret required by Week 2
94P	Redstone	Interim Secret required by Week 4
94T	Redstone	Interim Secret required by Week 4
35F	Huachuca	Interim Secret required by Week 1 and ITS with SCI by Week 16
35G	Huachuca	ITS with SCI required by Week 1
35H	Huachuca	Interim Secret required by Week 1 and ITS with SCI required by Week 6
35M	Huachuca	Interim Secret required by Week 1 and, at a minimum, an open Single Scope Background Investigation reflected within SII/JPAS
35N	Goodfellow	ITS with SCI required by Week 1 and Final TS with SCI by Week 18
35P	Goodfellow	ITS with SCI required by Week 1 and Final TS with SCI by Week 12
35S	Pensacola	ITS with SCI required by Week 1
35T	Huachuca	Interim Secret required by Week 1 and ITS with SCI required by Week 34
¹ MOS' change constantly; contact HQ TRADOC Deputy Chief of Staff, G-2 Security at DSN 680-2647 or 757-788-2647 for latest MOS chart information.		

3-47. MOS retraining/reclassification policy

TRADOC IET retraining/reclassification policy is as follows:

- a. A Soldier unable to qualify for their current MOS assignment, may be considered for retention in the Army and qualify for additional skill training in a second MOS, only if:

(1) In the judgment of the commander, the Soldier possesses those qualities that are considered exceptional.

(2) The Soldier demonstrates the motivation and potential to successfully complete the second MOS training.

b. In all other cases, properly counsel and process Soldiers for separation not meeting academic standards IAW AR 635-200, chapter 1. See appendix I for additional guidance on retraining/reclassification procedures.

3-48. Separations

a. Attaining Army standards is the gauge for successful completion of IET. Commanders will exhaust retraining and counseling procedures before making a determination that a Soldier's performance and potential justify a new start or separation from the service. Commanders will not begin any separation actions against a RC Soldier prior to the local ARNG/USAR liaison personnel counseling the Soldier.

b. Separation of all Soldiers will be IAW AR 635-200 and any other applicable separation provisions. Once the company commander notifies the Soldier that separation action (for example, chapter 11) has been initiated, the Soldier will be discharged within 14 calendar days.

c. Soldiers in BCT/OSUT normally are not separated for reasons of lack of motivation or aptitude prior to completion of their second week of training. Time spent in the fitness training unit (FTU) is not counted toward those 2 weeks. This will provide new Soldiers a fair adjustment period, and allows the command an opportunity to evaluate and counsel the Soldier. However, commanders will ensure that highly disruptive Soldiers are removed from the platoon environment and the appropriate administrative or disciplinary actions are taken.

d. Medical conditions that EPTS.

(1) In the course of evaluation for an injury or condition, it may be revealed that the Soldier was not medically qualified under procurement medical fitness standards. If the chain of command and medical authorities determine the Soldier entered the service with a medical condition that prevents full participation in IET training activities, the Soldier may be separated IAW AR 635-200, paragraph 5-11. This provision is applicable only if the condition is discovered within the first 6 months of the Soldier's enlistment, and the Soldier provides reasonable proof (copy of medical records, sworn statements from parents, etc.) that the injury EPTS.

(2) The EPTS separation process should not be utilized if the Soldier received a waiver for the same condition, unless the condition changes and there is a significant safety concern related to the change or condition that prevents the Soldier from completing training in any MOS, and appropriate medical authority determines that the condition is not remediable within a reasonable period of time.

e. Commanders will utilize guidance in AR 635-200, paragraph 11-3b for pregnant Soldiers.

3-49. Conscientious objectors

a. Policy and procedures for processing conscientious objectors are provided in AR 600-43. Retain Soldiers that have submitted applications in their unit, and assign duties providing minimum practicable conflict with their asserted beliefs, pending final decision on their applications. They are not required to train in the study, use, or handling of arms or weapons.

b. The Soldier is not precluded from taking part in those aspects of training that do not involve the bearing or use of arms, weapons, or munitions. Except for this restriction, conscientious objector applicants are subject to all military orders, discipline, and regulations, to include those on training.

3-50. Retraining and holding units (RHUs)

a. BCT/OSUT TRADOC service schools and major subordinate commands will establish company size RHUs to perform two functions:

(1) Process Soldiers pending discharge. RHUs will process IET Soldiers identified by the chain of command for discharge from the Army IAW AR 635-200.

(2) Retrain selected IET Soldiers. RHUs will provide special training to selected IET Soldiers that have the potential to complete training with additional time and assistance.

b. Soldiers in each category are managed and housed in separate groups.

c. All RC service members will receive counseling from the RC LNO prior to assignment to the RHU.

d. When the commander identifies and approves Soldiers for selection to the RHU, they are reported in ATRRS IAW ATRRS table 51 discharge reason codes (see table 3-4).

Table 3-4

Army Training Requirements and Resources System (ATRRS) codes for IET Soldier actions

RECBN, BCT, OSUT, AIT	RECBN, BCT, OSUT, AIT		RHU, FTU	RHU, FTU	RHU, FTU		RECBN, BCT, OSUT, AIT
Enter output status	Enter reason code		Enter input status	Output status	Enter reason code		Enter input status
L (recycle out)	< (Transfer to FTU/RHU)		I (Input)	D (Discharge)	Appropriate code IAW ATRRS table 51 discharge reason codes		
L (recycle out)	< (Transfer to FTU/RHU)		I (Input)	G (Graduate)	No reason code required.		Q (Recycle in)

3-51. Inspector general (IG) system briefing

Commander orientations in BCT/OSUT and AIT units will include a briefing on the IG system. Specifically, this briefing must cover the role of the IG, their function, how Soldiers can obtain appointments to see the IG, and how the IG might help the Soldier with a problem.

3-52. Fund-raising in IET

A special trust exists between IET units and the Soldiers they train. IET cadre members or organizations associated with IET units should never exploit that trust for financial gain.

- a. All IET units and informal funds, family readiness groups and private organizations associated with IET units, will comply with installation/garrison procedures for fund-raising and resale activities.
- b. Commanders will obtain legal advice from their servicing SJA/ethics counselor prior to conducting any fund-raising event.
- c. Prohibited practices as it concerns fund-raising in IET are located at paragraph 2-4j.
- d. On a voluntary basis, IET Soldiers may contribute to officially authorized campaigns (such as, Combined Federal Campaign, Army Emergency Relief, etc.) and may make chapel offerings.

3-53. DS driving limitations

The DS's mission is to train and lead Soldiers, therefore, DSs driving vehicles in the performance of their duties should be an exception rather than the rule in order to maintain the appropriate DS to Soldier ratios at all training events. At the discretion of the chain of command, DSs are authorized to drive in the performance of daily training duties and during cycle breaks. Only RECBN, FTU, and RHU DSs; DSS leaders; and AIT PSGs are authorized to drive in the performance of administrative functions, with commander's approval.

3-54. Winter block leave

HQ TRADOC will establish and announce the training policy for winter block leave based on annual guidance HQDA publishes for the holiday season. The HQ TRADOC POC for winter block leave is TRADOC DCS, G-3/5/7, AOD (ATTG-TRI-M), Building 259, 351 Fenwick Road, Fort Monroe, VA 23651. Commanders will conduct drug testing on 100 percent (all) of the Soldiers that participate in winter block leave.

3-55. Hometown Recruiter Assistance Program (HRAP) execution

- a. HRAP is a voluntary recruiter assistance program that allows qualified IET graduates to promote Army service in their hometowns while in a permissive TDY status. The intent of the program is to allow recent IET graduates to go to their hometowns and share their experiences with their peers in order to connect with the target market for recruiting.
- b. HRAP is a performance reward. Only physically fit individuals with an outgoing personality and positive attitude to sell the Army, recommended by both their recruiters and DSs,

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can participate. The goal for participation in the HRAP program is at least 60 percent of all AA IET graduates.

c. The normal time period for HRAP for an AIT or OSUT graduate Soldier is 14 days, including travel. The first lieutenant colonel or equivalent commander in the Soldier's chain of command at OSUT/AIT is the approval authority for HRAP requests.

d. The proponent for HRAP is HQ USAREC, Director of Recruiting Operations. Additional information on HRAP is found in AR 601-2, chapter 7 and at the [Hometown Recruiter Assistant Program](#) support site.

e. The ARNG executes a similar program as a way for the ARNG Soldiers to interface with local communities. Soldiers approved to participate in the ARNG program will report to and be briefed by the ARNG Liaison NCO at each installation. The ARNG liaison NCO will work with individual state HQs for coordination. On an annual basis the National Guard Bureau (NGB) Strength Maintenance Division provides additional information on the program.

f. Special provisions may apply to HRAP conducted during the annual winter block leave holiday break. HQs USAREC provides the winter block leave HRAP policy on a yearly basis since policy may change based on recruiting mission, and the capacity of recruiting stations to work with volumes of HRAP Soldiers.

g. On an exception basis, Soldiers currently in IET who are home on leave can perform HRAP duty, if the local recruiting station commander believes the Soldier can contribute to the mission, and the station commander's recruiting battalion commander approves the exception.

h. Incorporate the HRAP application and processing using DA Form 31 (Request and Authority for Leave) into planning and ticketing systems for winter block leave.

Chapter 4

Physical Training (PT)

4-1. Objective of PT

a. The objective of IET PT is to train Soldiers to meet the physical requirements for graduation from IET and prepare them to meet the demands for their military duties. PT instills confidence, the will to win and develops teamwork and unit cohesion while integrating aggressiveness and resourcefulness.

b. PT brings Soldiers to a state of physical readiness through a standardized program of drills and activities specifically designed to enhance performance of all WTBD.

c. Commanders are responsible for the PT program. Commanders must increase the intensity of exercise in logical increments throughout the training cycle, to limit injuries while instilling

confidence in their ability to successfully perform and reach the fullest extent of their potential under any and all circumstances.

4-2. Presence of commander and leaders

a. Command presence at PT will emphasize its importance. Leaders in the chain of command are responsible for the training and performance of their Soldiers and units. They are the primary training managers and trainers for their organization. Leaders must emphasize the value of PT by clearly explaining the objectives and benefits of their program, and ensuring the time allotted for PT is used effectively.

b. Commanders will ensure, when possible, PT sessions are conducted with two DSs per platoon for BCT/OSUT and as a minimum one AIT PSG per platoon in AIT. In BCT/OSUT, one cadre member will lead and perform the exercises with the Soldiers to monitor the intensity level and provide a role model. Remaining cadre members will act as assistant instructors and make on the spot corrections to insure proper execution. In AIT, one cadre member will lead and perform the exercises with the Soldiers. When available, additional cadre members will act as assistant instructors and perform duties mention above. The cadre's primary responsibilities are to demonstrate proper PT execution, correct Soldiers' performance, and to encourage Soldiers to meet the standards. The cadre will ensure PT is conducted IAW [FM 21-20](#) for the IET SPT Guide as applicable (see para 4-3b(3)). PT leaders and demonstrators will position themselves on a PT platform or other device, for clear visibility and unobstructed view by all Soldiers.

4-3. Execution

a. The role of the DS remains to instill maximum motivation among all IET Soldiers, in order to achieve their full physical potential. The training program will enable the DS to execute a standardized training approach that emphasizes progressive conditioning of the Soldier's entire body. This is in support of the soldierization process. Soldiers must meet the established standard set forth in [AR 350-1](#), paragraph 1-21 and this regulation (for example, 50 points in each event for BCT, and 60 points in each event for AIT and OSUT upon graduation). Passing rates, not average scores, support the overall objective of IET injury control.

b. Standards for PT execution are:

(1) To conduct PT sessions 4 to 6 times per week.

(2) When scheduling PT, commanders are not restricted to early morning hours, PT may be scheduled at the end of the duty day. All cadre will adhere to the installation heat/cold casualty reduction guidelines prior to executing PT (see app H).

(3) PT sessions will consist of warm-up, activities, and cool-down IAW [FM 21-20](#) and the IET SPT Guide (for Phase V and V+ Soldiers who have achieved a score of 60 points per event, total 180 points on the APFT).

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(4) When running in ability groups, place Soldiers of smaller stature at the front of the formation.

(5) Follow the training schedule guidance given in FM 21-20 and the IET SPT Guide to deconflict PT activities with other daily training activities. Adjust the duration and intensity of PT to compensate for other physically demanding activities scheduled.

(6) PT sessions and exertional physical corrective training will not begin 30 minutes before, during, or until at least 60 minutes after meals. This does not preclude the use of short physical tasks to get the attention of Soldiers.

(7) Running sessions during PT will be conducted IAW FM 21-20 and the IET SPT Guide (an exception is esprit de corps runs limited to once a month).

c. Assessment and testing.

(1) BCT.

(a) Administer the 1-1-1 assessment IAW IET SPT Guide. The purpose is to place the Soldier in the appropriate ability group and assess the Soldiers' progress toward meeting the graduation requirement.

(b) Administer the record AFPT during the last 2 weeks of training to determine if the Soldier has achieved the APFT requirement for graduation (50 points per event; 150 minimum total points).

(2) OSUT.

(a) Administer the 1-1-1 assessment IAW IET SPT Guide and diagnostic APFT as part of Phases I, II, III, and IV performance evaluations.

(b) Administer the record APFT within the last 2 weeks of training. Soldiers who cannot complete the final APFT due to medical profile, and have successfully completed a diagnostic test with a score of 60 points in each of the three events (on the same test; total 180 points or higher) are given constructive credit for having passed the APFT requirement. Commanders have the authority to award credit to Soldiers passing the diagnostic APFT based on the Soldiers performance and recommendation from the chain of command.

(3) AIT.

(a) Administer diagnostic APFT at least once a month through the 20th week of training. Phase V+ Soldiers that have met the APFT standards for graduation will take the APFT IAW [AR 350-1](#), paragraph 1-24.

(b) Administer the record APFT NLT the last 2 weeks of training, to determine if the Soldier has achieved the APFT standard for graduation (60 points per event; 180 minimum total

points). Soldiers who cannot complete the final APFT due to a temporary medical profile and have successfully completed a diagnostic APFT during AIT (scored 60 points minimum on each of the 3 events on the same test) are given credit for having passed the APT requirement.

(c) Phase IV, V, and V+ IET Soldiers with permanent profiles will take the APFT. A Soldier whose profile precludes taking the push-up, sit-up, or both events will take the remaining event(s) when approved by a physician or physician's assistant. The 2 mile run event or an approved alternate test event as outlined in [FM 21-20](#) is taken if the test is to count for record. The alternate test is for Soldiers with permanent physical profiles that preclude them from taking the 2 mile run. Soldiers are given 3 months to prepare for the alternate test from the date of the permanent profile.

(4) For reclassified Soldiers passing the APFT is a graduation requirement for AIT.

(5) RC Soldiers must meet APFT requirement at the TRADOC school prior to graduation. If the RC Soldier is recalled to their parent unit prior to meeting the APFT standard, the Soldier must return to the training unit they were released from and pass the APFT before meeting graduation requirements.

(6) RC personnel age 40 or older attending IET are subject to the same APFT requirements as AA personnel.

d. Safety.

(1) For environmental considerations refer to AR 350-1, chapter 1, section 3, and FM 21-20, chapter 12.

(2) Unit commanders must ensure cadre or DSs inspect their Soldiers' running shoes upon arrival to AIT (or after week 9 of OSUT). Soldiers' running shoes are often broken down after 9 weeks of BCT/OSUT and require replacement. Running shoes should be evaluated IAW [FM 21-20](#), appendix E.

e. [AR 670-1](#), chapter 14, prescribes the IPFU as the PT uniform. Conduct foot marching and battle focused PT in the ACU IAW AR 670-1, chapter 5.

f. Soldiers with physical profiles.

(1) Soldiers with documented physical limitations require special PT programs. Unit leaders will maintain a positive approach to all special fitness training. The program will:

(a) Support components of fitness the Soldier can continue to develop through the profile period. Soldiers on profile will participate in a regular fitness program IAW profile specifications. Substitute appropriate activities to replace those regular activities in which they cannot participate. The activity levels of Soldiers usually decrease while they are recovering from sickness or injury. It is important for Soldiers to engage in the cardio-respiratory fitness activities permitted by their profile and pay special attention to their diets to avoid gaining body fat.

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(b) Permit the Soldier to rest injured parts of their body as recommended by medical personnel.

(c) Rehabilitate specific parts of the body guided by recommendations from medical personnel.

(2) The primary sources of guidance for profiled Soldiers' PT are:

(a) DD Form 689 (Individual Sick Slip) prescribes simply stated limitations, such as "no running, jumping, or marching," for a brief period of time (no more than 30 days).

(b) DA Form 3349 prescribes more extensive limitations, such as "no running, marching, jumping, climbing, crawling, or repetitive knee flexion," and is used if the profile is for a more than 30 days.

(c) Handout from the MTF showing specific rehabilitative activities for the Soldier. These may include stretches and muscle fitness activities not found in FM 21-20, or may prescribe a regiment for graduated return to activity (such as walk no farther than 1/4 mile on day 1, walk no farther than 1/2 mile on day 2, etc.).

(3) Secondary sources of guidance for a Soldier's profile PT program are health care providers and physical therapists at the supporting MTF. The commander or unit representative should consult these professionals for any assistance required in individual and unit programs.

4-4. Physical Training Rehabilitation Program (PTRP)

a. The PTRP is an element of the FTU and is designed for injured IET Soldiers. It provides a training environment to allow for proper healing and recovery. The program is available at the five ATCs (Forts Benning, Jackson, Knox, Leonard Wood, and Sill) for Soldiers that require treatment and rehabilitative physical therapy.

b. Procedures for assignment to the FTU (PTRP).

(1) Physical therapists or appropriate medical officers will recommend a Soldier for admittance into FTU based on the criteria the Soldier:

(a) Was injured in training.

(b) Sustained an injury severe enough to remove the Soldier from current training to allow for proper healing (usually a stress fracture).

(c) Has an overuse injury likely to fully recover within 4 months, and is able complete all of the physical requirements of training.

(d) Has traumatic injuries and surgical recovery, a standard recovery period may be significantly longer than the standard 4 months, with a reasonable likelihood of returning to training.

(2) The physical therapists will annotate their recommendations to assign Soldiers to the FTU on DD Form 689 or DA Form 3349. This document will be provided to the Soldier's commander for inclusion in the FTU assignment packet.

(3) Unit commanders will counsel Soldiers concerning the recommendation. Units will prepare a new start packet recommending PTRP and submit the packet for approval.

(4) Battalion commanders are the approving authority for enrollment in the PTRP.

(5) Once the battalion commander approves the recommendation, Soldiers will be transferred to the FTU within 48 hours of the unit receiving the FTU assignment recommendation.

(6) As a minimum, FTU commanders will evaluate Soldiers every 30 days to assess their progress and their motivation to stay in the Army.

c. FTU Soldiers should be assigned to separate units from IET Soldiers separating from the service.

d. As FTU assignment can be up to 6 months in duration, FTU commanders are authorized flexibility in using convalescent leave, phase privileges, MWR activities, etc. to maintain the motivation and enthusiasm of PTRP Soldiers.

e. Specific guidance on PTRP implementation is provided in appendix G.

Chapter 5

Reserve Component (RC) Training

5-1. General

This chapter sets forth policies and establishes uniform procedures for addressing RC unique training issues. These guidelines apply to the training of both ARNG and USAR members, unless specifically stated as applicable to only one of the components, and address those issues most commonly encountered during IET.

5-2. Assistance to U.S. Army National Guard(ARNG)/U.S. Army Reserve (USAR) Soldiers in IET

a. The ARNG and USAR liaison personnel are attached to TRADOC service schools and major subordinate commands to assist commanders with solving problems RC Soldiers encounter during training. They advise the chain of command on matters related to separation actions. Final decisions regarding discharge remain with the unit chain of command.

b. The IET cadre will promptly inform the appropriate and available ARNG and/or USAR liaison personnel of all actions, both positive and negative, which have the potential to affect RC Soldiers. The liaison personnel will notify the appropriate chains of command of those RC

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Soldiers that will receive awards and honors, and counsel those RC Soldiers with attitude, motivation, or training problems.

5-3. Graduation requirements not met

Notify installation ARNG/USAR liaison personnel immediately when RC personnel do not complete all graduation requirements. Installation ARNG/USAR liaison personnel will resolve any potential conflict with extensions on active duty with the appropriate RC command. As necessary, place ARNG or USAR personnel in a holdover status IAW ATRRS verification tables reason codes.

5-4. Split training option (STO)

a. STO is an alternative training program designed to recruit and train students and seasonal employees that do not have enough time to complete BCT/AIT or OSUT during their initial IET tour. STO allows Soldiers to enter and complete the first portion of training (STO 1 = BCT portion), return to their civilian education or occupation, and come back the following year to complete the second portion of training (STO 2 = AIT or MOS portion of OSUT).

b. Mandatory release dates (MRDs) are management tools to ensure that STO 1 Soldiers are properly processed for training. MRDs are determined at the Soldiers' home station and are published in the additional instruction section of their active duty orders. It is critical to consider a STO 1 Soldier's MRD when scheduling entry into training.

5-5. STO early releases

a. Policies pertaining to MRDs are:

(1) All STO 1 Soldiers are guaranteed a return to home of record for civilian education or employment commitments on a predetermined date.

(2) The STO 2 Soldiers are not guaranteed a MRD for civilian education or employment purposes as part of the enlistment contract. Individuals returning for STO 2 are expected to remain on active duty until training is completed and a MOS is awarded.

b. To preclude STO 1 individuals from being placed in training with insufficient time to complete the course, accomplish the following steps at the installation:

(1) Screen all STO 1 Soldiers prior to the start of training to determine if there are conflicts between the length of training and anticipated release date. Orders must provide at least 75 days to complete training.

(2) Refer individuals identified as having a conflict to ARNG or USAR liaison personnel for assistance in conflict resolution. Liaison personnel will contact the appropriate agency to resolve the conflict and obtain an extension of training time.

(3) When it is impossible to obtain an extension to complete training and course acceleration is not feasible, ARNG and USAR liaison personnel will amend or request the order to be amended and return the individual to the parent RC unit. Do not enter individuals in this category into training.

(4) Should liaison personnel encounter a refusal to amend the order of an individual with insufficient time to complete the required training, notify TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651 for assistance in obtaining a release.

c. Instances may be encountered when conflicts develop between available time and course length for STO 1 Soldiers, due to conditions such as placement into the FTU, profile, emergency leave, or new start. The following procedures will help minimize the impact on the individual Soldier and the training system.

(1) When completion date conflicts exist for those individuals currently in training the following steps apply:

(a) Installation ARNG and USAR liaison personnel will contact the appropriate agency to obtain an extension on the MRD for completion of training. When such extensions are obtained the individual's orders are amended to clearly indicate the period of training being performed.

(b) Where extensions on MRDs cannot be obtained, consider accelerated training to meet POI graduation requirements.

(2) When training cannot be accelerated so that an individual can meet POI requirements for graduation or if a Soldier fails to meet graduation requirements by their MRD, the following guidance will apply:

(a) STO 1 Soldiers will continue in training through the latest date possible before processing for release from IET.

(b) Annotate DA Form 5286 (see app F) to reflect training completed prior to release from active duty (REFRAD) and remaining training required to meet graduation requirements. The original individual training record will remain in the individual's military personnel records jacket for return to the parent unit.

d. Forward a copy of DA Form 5286 to the trainee academic records section for retention, to aid in maintaining accurate training files for STO 1 Soldiers. Furnish a copy of DA Form 5286 to the liaison NCO upon the Soldier's departure for home station (state).

e. Handle exceptions to the procedures in paragraphs 5-5b and 5-5c, above, on an individual basis, with the appropriate ARNG or USAR liaison representative at the installation.

f. NGB/U.S. Army Reserve Command (USARC) will reschedule individuals, released from active duty prior to completing STO 1 training, to complete course requirements at the ATC they were released from. Provide the following information to TRADOC service schools and major

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subordinate commands that receive individuals rescheduled for training, prior to the rescheduled start date:

- (1) Name.
- (2) Training requirements to be completed.
- (3) Report date.
- (4) Follow-on MOS, if appropriate.
- (5) Copy of individual training record.

5-6. STO 2 Army Physical Fitness Training (APFT) procedures

Administer STO 2 Soldiers a diagnostic APFT upon arrival to determine their level of conditioning. Place Soldiers not achieving the BCT standard in a remedial PT program IAW IET SPT Guide and bring those Soldiers safely to the standard allowing them to continue with the MOS portion of their training. Place Soldiers in an FTU, if one is available.

5-7. STO 2 administrative deficiencies

a. TRADOC service schools and major subordinate commands may encounter STO 2 Soldiers who are not prepared to enter training upon arrival at the training location. Some discrepancies in the area of military personnel, finance, or medical records, and outdated physicals may occur. Some individuals may report without the required clothing issue.

b. For Soldiers who are not prepared to enter training upon arrival for STO 2, use the following procedures-

(1) Give individuals without current physicals new physicals. No Soldier will begin training without a current physical.

(2) Provide individuals arriving without the required clothing a new issue by the installation clothing initial issue point (CIIP) or military clothing sales, as appropriate. This additional issue will consist of only those items required to complete the training. Charge items issued to the appropriate State U.S. Property and Fiscal Office or USARC as authorized in AR 700-84 chapter 14.

(3) Individuals arriving without a valid set of orders and their health records will be held out of training if the installation cannot duplicate their records. Notify appropriate ARNG or USAR liaison representative immediately of all personnel held out of training in order to rectify records discrepancies. If the needed documents are not received within 5 days, liaison personnel on the installation will notify the appropriate agency of the delay. If the required records are not received within a total of 10 days, the installation will return the individual to the unit of assignment for rescheduling to complete STO 2.

c. On a quarterly basis, TRADOC service schools and major subordinate commands will forward a list of discrepancies with the Soldiers names, units, States, site where BCT was conducted, and discrepancies to TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651. Provide information copies are provided to the ARNG/USAR liaison personnel at the TRADOC service school and major subordinate command.

5-8. Testing of STO Soldiers in IET

a. Soldiers in STO 1 must meet all BCT graduation requirements prior to being released from STO 1 training or they will return to the ATC and complete all BCT graduation requirements prior to the start of STO 2 training.

b. Soldiers in STO 2 AIT must meet all MOS course requirements and pass the APFT prior to their release from STO 2 active duty tour.

5-9. Placement into training

IAW AR 612-201, chapters 2 and 3, RC personnel processing will meet report dates specified in the Soldier's orders. This policy applies to all BCT, OSUT, and AIT courses, and requires priority seating for RC personnel when insufficient capacity exists to seat all Soldiers awaiting a course start.

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Appendix A References

Section I Required Publications

AR 15-6
Procedures for Investigating Officers and Boards of Officers

AR 40-5
Preventive Medicine

AR 40-66
Medical Record Administration and Health Care Documentation

AR 40-400
Patient Administration

AR 40-501
Standards of Medical Fitness

AR 190-40
Serious Incident Report

AR 350-1
Army Training and Education

AR 350-10
Management of Army Individual Training Requirements and Resources

AR 380-67
The Department of the Army Personnel Security Program

AR 600-8-4
Line of Duty Policy, Procedure, and Investigations

AR 600-8-19
Enlisted Promotions and Reductions

AR 600-9
The Army Weight Control Program

AR 600-20
Army Command Policy

AR 600-43

Conscientious Objection

AR 600-85

Army Substance Abuse Program (ASAP)

AR 601-2

Army Promotional Recruiting Support Programs

AR 601-210

Regular Army and Army Reserve Enlistment Program

AR 612-201

Initial Entry/Prior Service Trainee Support (RCS MILPC-17(R1))

AR 614-200

Enlisted Assignments and Utilization Management

AR 621-5

Army Continuing Education System (ACES)

AR 635-40

Physical Evaluation for Retention, Retirement or Separation

AR 635-200

Active Duty Enlisted Administrative Separations

AR 670-1

Wear and Appearance of Army Uniforms and Insignia

AR 700-84

Issue and Sale of Personal Clothing

AR 840-10

Flags, Guidons, Streamers, Tabards, Automobile and Aircraft Plates

DA Pam 40-501

Hearing Conservation Program

DOD Instruction 6490.4

Requirements for Mental Health Evaluations of Members of the Armed Forces

FM 3-11.4

Nuclear Biological and Chemical Protection

TRADOC Reg 350-6

FM 3-11

Multi-Service Tactics, Techniques, and Procedures for Nuclear, Biological, and Chemical Defense Operations

FM 5-19

Composite risk management

FM 7-0

Training the Force

FM 21-10

Field Hygiene and Sanitation

FM 21-20

Physical Fitness Training

ST 4-02.501

Army Hearing Program

TRADOC Pam 350-36

TRADOC Trainee Abuse Prevention Program

TR 1-8

TRADOC Operations Reporting

TR 350-16

Drill Sergeant Program (DSP)

TR 350-18

The Army School System (TASS)

TR 350-29

Prevention of Heat and Cold Casualties

TR 350-70

Systems Approach to Training Management, Processes, and Products

TR 385-2

TRADOC Safety Program

Technical Bulletin Medical 507

Heat Stress Control and Heat Casualty Management

Training Guide 41

Personal Hearing Protective Devices : Their Fitting, Care, and Use

USAREC Regulation 601-45
Recruiting Improprieties Policies and Procedures

Section II
Related Publications

AR 25-400-2
Army Records Information Management System (ARIMS)

AR 27-10
Military Justice

AR 40-3
Medical, Dental, and Veterinary Care

AR 165-1
Chaplain Activities in the United States Army

AR 210-50
Housing Management

AR 350-2
Opposing Force Program

AR 350-21
Instruction in Benefits of an Honorable Discharge

AR 350-30
Code of Conduct/Survival, Evasion, Resistance and Escape Training

AR 351-9, Chief of Naval Operations (OPNAVINST) 1500.27E, Air Force Instruction (AFI) 36-2230(I), Marine Corps Order (MCO) 1580.7D
Interservice Training

AR 385-10
Army Safety Program

AR 385-55
Prevention of Motor Vehicle Accidents

AR 420-1
Army Facilities Management

AR 600-8-10
Leaves and Passes

TRADOC Reg 350-6

AR 600-63
Army Health Promotion

AR 623-1
Academic Evaluation Reporting System

DOD Directive 4165.63-M
DOD Housing Management

DOD Instruction 4000.19
Interservice and Intra-governmental Support

FM 1-05
Religious Support

GTA 5-8-12
Individual Safety Card

ITRO Procedures Manual

Manual for Courts-Martial United States (2005 Edition) (Available on the U.S. Department of Defense DefenseLINK web site (<http://www.defenselink.mil/pubs/>))

MIL-HDBK 1008C
Fire Protection for Facilities Engineering, Design, and Construction

Technical Bulletin Medical 81
Cold Injury

Technical Guide 314
Non-vaccine Recommendations to Prevent Acute Infectious Respiratory Disease among U.S. Army Personnel Living in Close Quarters (Available on the U.S. Army Center for Health Promotion and Preventive Medicine website (<http://chppm-www.apgea.army.mil/tg.htm>))

TRADOC Pam 350-70-8
Total Army School System (TASS) Training Requirements Analysis System (TRAS)

TRADOC Pam 600-4
IET Soldier's Handbook

Section III Prescribed Forms

TRADOC Form 350-6-1-R-E
Trainee Abuse Report

TRADOC Form 350-6-2-R-E
Soldier Assessment Report (Initial Entry Training Soldiers)

Section IV
Referenced Forms

DA Form 31
Request and Authority for Leave

DA Form 285
U.S. Army Accident Report

DA Form 705
Army Physical Fitness Test Scorecard

DA Form 1059
Service School Academic Evaluation Report

DA Form 1594
Daily Staff Journal or Duty Officer's Log

DA Form 2028
Recommended Changes to Publications and Blank Forms

DA Form 2173
Statement of Medical Examination and Duty Status

DA Form 3349
Physical Profile

DA Form 4856
Developmental Counseling Form

DA Form 5286-R
Individual Basic Training (BT), Advanced Individual Training (AIT), One Station Unit Training (OSUT)

DD Form 689
Individual Sick Slip

DD Form 1172
Application for Uniformed Services Identification Card/DEERs Enrollment

DD Form 1380
Field Medical Card

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DD Form 2215
Reference Audiogram

USAREC Form 315-R-E

Report of Alleged or Suspected Recruiting Impropriety (this form is available on the USAREC web site (<http://www.usarec.army.mil/im/formpub/>))

Appendix B

IET Leader and Cadre Development Programs/Training Requirements

B-1. Purpose

IET leader and cadre training provides commanders, CSMs, first sergeants, cadre, and support personnel with information needed to transform volunteers into Soldiers.

B-2. Requirements

All IET assigned personnel should attend specified IET cadre/support personnel training prior to, but NLT 30 days after, assuming their IET duties. RC IET personnel will complete specified support personnel training NLT 120 days after assuming IET duties. The IET cadre/support personnel training courses are not a replacement for officer and NCO professional development training.

- a. Assigned personnel will attend the appropriate cadre training programs see table B-1 for IET leader and cadre program/training.

Table B-1
IET leader and cadre program/training matrix

Brigade and battalion level positions	PCC	CCFSC	CTC	SCTC	ISCTC	AIT PSG Course
Commander	X					
Executive officer			X			
CSM	X					
Staff officers			X			
Chaplain			X			
Staff NCOs in charge (sergeant first class through SGM)			X			
Operations NCOIC (sergeant first class through SGM)			X			
Staff clerks (personnel, intelligence, plans and operations, supply, communications)				X		
Processing NCOs				X		
Processing clerks				X		
Chaplain assistants				X		
Battalion operations NCO in charge				X		
DFAC employees					X	
AAFES shopettes clerks					X	
COMPANY LEVEL POSITIONS	PCC	CCFSC	CTC	SCTC	ISCTC	AIT PSG Course
Company commander		X				
Company executive officer			X			
First sergeant		X				
PSGs						X
Squad leaders*				X		
Unit armorers				X		
Unit supply personnel				X		
SCHOOL & CENTER POSITIONS	PCC	CCFSC	CTC	SCTC	ISCTC	AIT PSG Course
School commandant (colonels and CSMs)	X					
Deputy commandants and department sergeants majors			X			
Military IET instructors (officers and enlisted)				X		
DOD/DA civilian IET primary instructors				X		
Contracted civilian IET primary instructors				X		
IET training developers/specialists				X		
Training center IG/deputy IG			X			
INSTALLATION AGENCIES	PCC	CCFSC	CTC	SCTC	ISCTC	AIT PSG Course
The following personnel include, but are not limited to:						
Installation staff/personnel					X	
Medical personnel					X	
Dental personnel					X	
Reception battalion processing personnel (military)				X		
Reception battalion processing personnel (civilian)					X	
Contract personnel					X	
CIIP/central issue facility employees					X	
DFAC employees					X	

Note: *Squad leaders may attend the AIT PSG Course when recommended by their battalion commander.

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(1) TRADOC IET Brigade/Battalion PCC (2 Weeks): IET brigade and battalion commanders and CSMs will attend PCC prior to assuming duties. Branch managers will use the ATRRS to schedule TRADOC PCC attendees. The DCG-IMT is the waiver approval authority for commanders and CSMs that don't attend the PCC prior to assuming duties. No others will attend without the approval of the DCG-IMT. Objectives are for commanders and CSMs is to understand the physical, intellectual, and emotional transformation of Soldiers during the IET process and their responsibility to lead the transformation process. Commanders and CSMs become knowledgeable on the guiding principles and procedures of IET; understand they own the process of converting civilians into Soldiers; and are exposed to the principles and science of Soldier development involved in IET.

(2) IET CCFSC (2 Weeks): IET company commanders and first sergeants will attend the CCFSC prior to assuming IET duties. The brigade commander is the waiver approval authority for all company commanders and first sergeants that do not attend CCFSC prior to assuming IET duties. This course provides future company commanders and first sergeants with a broader training and educational experience beyond the basic TRADOC CTC and is a requirement throughout TRADOC. This course is in lieu of TRADOC CTC. Objectives are for commanders and first sergeants to apply TRADOC's training guidance/philosophy with an outcome based approach; effectively command and lead IET; influence the management of IET (training, injury prevention, misconduct procedures, support systems and RC; and produce quality Soldiers); direct the improvement of training and operations in the complex and the future force IET environment; and IET wellness and fitness.

(3) IET CTC (1 week): The CTC provides brigade/battalion staff officers and senior NCOs assigned to IET with information required to facilitate the development of the IET transformation process.

(4) IET SCTC (3 days): Cadre assigned to IET support activities attend the SCTC to become familiar with the specific challenges associated with the IET environment. Extended SCTC version is tailored for all instructors assigned with duties as squad leader in AIT.

(5) IET ISCTC (1 day): Civilian personnel assigned to IET support activities attend the ISCTC to become familiar with the challenges unique to the IET environment, Army culture, and TRADOC IET issues and concerns.

(6) AIT PSG Course (2 weeks): NCO's selected for AIT PSG duty will attend and graduate from the AIT PSG Course prior to assuming AIT PSG duties. The AIT PSG Course provides future AIT PSGs the knowledge and skills needed to better replicate the operational Army's command and control structure and environment in an AIT unit. See Appendix M for more information about the AIT PSG program.

(7) IET cadre training train the trainer (2 weeks): High quality instructors attend cadre training train the trainer. Train the trainer supports the training of personnel who upon completion of the train the trainer will teach CCFSC, CTC, SCTC, ISCTC, and the AIT PSG Course at other IET installations. IET brigade commanders will select personnel that have the IET experience and maturity needed in order to educate and train cadre personnel at their local installations.

Instructors are certified using the adult learning model, which emphasizes immersion into a multi-media style of instruction, and self-paced learning. Instructors will be certified based on the quality of live audience instruction for the CCFSC, CTC, SCTC, ISCTC, and AIT PSG Course portions of their course. Completion of the Army Basic Instructor Course or the Total Army Instructor Training Course is a prerequisite prior to enrollment admissions to train the trainer. The Small Group Instructor Training Course must also be completed prior to attending train the trainer for AIT PSG Course certification.

b. All TRADOC service schools, major subordinate commands, units on non-TRADOC organizations, and USAR training divisions are authorized to conduct CCFSC, CTC, SCTC, ISCTC, and AIT PSG Course. Personnel (to include DSs and former DSs) authorized to instruct IET SCTC and IET ISCTC are CTC qualified, and certified by their respective TRADOC service school and major subordinate command (institutional training) commander, commandant, or unit commander in a non-TRADOC organization.

B-3. Training responsibilities

a. Commander, BCTCoE (ATZJ-CG), 4325 Jackson Boulevard, Fort Jackson, SC 29207-5015 is the proponent for TRADOC cadre courses. The proponent, in addition to developing TRADOC cadre courses, is also responsible for the instructor certification process, cadre course certification, site assistance visits, and accreditations of cadre courses. TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651 will approve the POI for TRADOC IET leader cadre development program courses, and other courses designated by the proponent. Training is conducted at the following sites:

(1) IET CCFSC is authorized to be conduct at Fort Jackson, SC and Fort Sill, OK.

(2) CTC is authorized to be conduct at Aberdeen Proving Ground, MD; Fort Allen, PR; Fort Benning, GA; Fort Bliss, TX; Fort Gordon, GA; Fort Huachuca, AZ; Fort Jackson, SC; Fort Knox, KY; Fort Lee, VA; Fort Leonard Wood, MO; Fort Sam Houston, TX; Fort Sill, OK; DLIFLC, CA; and Goodfellow Air Force Base, TX. All USAR training divisions are authorized to conduct CTCs.

(3) The following sites are authorized to conduct SCTC and ISCTC in addition to those listed in paragraph B-3a(2), Fort Meade, MD; Fort Belvoir, VA, Fort Eustis, VA; Little Creek Naval Amphibious Base, VA; Fort Bragg, NC; Panama City, FL; Pensacola, FL; Lackland Air Force Base, TX; Keesler Air Force Base, MS; Naval Construction Brigade, Gulfport, MS; Sheppard Air Force Base, TX; Fort Rucker, AL; and Redstone Arsenal, AL. All USAR training divisions are authorized to conduct SCTCs.

(4) AIT PSG Course is authorized to be conduct at Aberdeen Proving Ground, MD; Fort Huachuca, AZ; Fort Jackson, SC; Fort Lee, VA; Fort Leonard Wood, MO; Fort Sam Houston, TX; and Fort Sill, OK.

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b. The senior Army commander/representative at non-TRADOC organizations is responsible for coordination efforts with the non-TRADOC unit commander to ensure compliance with policies prescribed in this regulation.

c. The Fort Jackson proponent will host an annual cadre training conference and monitor the PCC, CCFSC, CTC, SCTC, ISCTC, and AIT PSG Course certification to ensure compliance with this regulation. Proponent will also publish a detailed program policies and procedures to address the details of executing courses that are not covered in the appropriate TSPs.

B-4. Training delivery

a. TRADOC installation personnel, and personnel on non-TRADOC installations, will attend the appropriate leader and cadre training program as specified in paragraph B-1 (this includes USAR). All cadre-training programs except for the PCC can be executed in one of the following modes:

(1) Resident training at any site certified/approved by Director, Leader Development Training and Training Support Office (Victory University) (ATZJ-DTD), Building 3300 Magruder Avenue, Fort Jackson, SC 29207-5015.

(2) A mobile training team from Director, BCT (ATZJ-CBT) or designated training site.

(3) When available, TRADOC approved distance learning.

b. Former DSs and cadre/support personnel returning to IET positions after being out of the IET environment for more than 24 months will attend the appropriate training course.

c. Refresher training is highly encouraged for all cadre personnel after 36 months in IET. This training should cover IET policies and administration and prohibited practices and illegal associations at a minimum. Local commanders should contact their local ISCTC instructors for this particular training.

B-5. Reporting requirements

All IET TRADOC service schools and major subordinate commands (to include satellite AIT elements), and IET TRADOC units in non-TRADOC organizations, are required to report TRADOC leader and cadre training program attendance NLT the last Thursday of each quarter, to the Leader Development Training and Training Support Office (Victory University) (ATZJ-DTD), Building 3300 Magruder Ave, Fort Jackson, SC 29207-5000. All USAR training divisions will provide required reports quarterly through the USARC (ARRC-OP), 1401 Deshler Street SW, Fort McPherson, GA 30330-2000 for collation and forwarding to the Fort Jackson proponent NLT the last Thursday of each quarter. The Fort Jackson proponent will consolidate all reports, and forward the completed quarterly training report to TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651 within 5 working days.

Appendix C

Defense Language Institute English Language Center (DLIELC), English as a Second Language (ESL) Course

C-1. Mission and organization

ESL training for Soldiers is provided at DLIELC, Lackland Air Force Base, TX. The goal of DLIELC's ESL courses is to provide new Soldiers that do not speak English as their native language the English language skills necessary for success in their IET courses and throughout their military service. The Commander, U.S. Army Field Artillery Training Center, Fort Sill, OK, has administrative control of the U.S. Army Element (USAE) at DLIELC. The USAE Commander is dual hatted as the DLIELC Deputy Commandant and is responsible for the command, control, training, and administration of U.S. Army permanent party and student personnel at DLIELC. Commander, C Company is responsible for operational control and administrative support to the Army permanent party assigned to DLIELC. Commander, E Company is responsible for ELT and soldierization of all Army Soldiers. All pre-BCT Soldiers attending ELT at DLIELC are assigned to E Company.

C-2. Staff relationships

TRADOC DCS, G-3/5/7, Generating Force Training Directorate (ATTG-TRI-G), Fort Monroe, VA 23651 is the TRADOC functional proponent and POC for the Army's DLIELC ESL program. The following TRADOC offices perform associated functions:

- a. TRADOC DCS, G-1/4 (ATBO), 5 Northgate Road, Fort Monroe, VA 23651 ensures adequate Army cadre strength in support of E Company, DLIELC.
- b. TRADOC DCS, G-8 (ATRM-ZA), 5 Northgate Road, Fort Monroe, VA 23651 determines manpower staffing ICW TRADOC DCS, G-3/5/7, Generating Force Training Directorate (ATTG-TRI-G).
- c. TRADOC DCS, G-3/5/7, Generating Force Training Directorate (ATTG-TRI-G) monitors and evaluates program activities ICW the Army Research Institute (AHRC-PS-ARI).

C-3. Selection and processing

Schedule Army recruits for DLIELC IAW AR 621-5, chapter 4. Fort Sill RECBN will process enlisted personnel identified for attendance at DLIELC before shipment to Lackland Air Force Base, TX.

C-4. Graduation criteria

- a. Commander, E Company, will ship Soldiers with an MOS of 09L (Arabic interpreter/translator) to BCT/OSUT once they achieve a confirmed English comprehensive level (ECL) score of 80 or above, a 70 percent book quiz average, and an oral proficiency interview (OPI) of 2/2. Commander, USAE, may grant a waiver and allow E Company to process 09L Soldiers to BCT/OSUT that achieve an ECL score within 5 points of the DLIELC qualifying score, provided they meet all other qualifying criteria. Commander, E Company, will discharge any

student that fails to achieve course standards after 24 weeks of training, or fails to show adequate academic progress during ESL training.

b. Commander, E Company, will ship all other Soldiers to BCT/OSUT once they achieve a confirmed ECL score of 75 or above and a 70 percent book quiz average. An OPI is not required for Soldiers achieving this standard. Commander, USAE, may grant a waiver and allow E Company to process Soldiers to BCT/OSUT that achieve an ECL score within 5 points of the DLIELC qualifying score, provided they meet all other qualifying criteria. Soldiers granted a waiver IAW this regulation must also attain a score of 1+/1 on the OPI. Commander, E Company, will discharge any student that fails to achieve course standards after 24 weeks of training, or fails to show adequate academic progress during ESL training.

C-5. Training priorities

The primary mission of DLIELC is to provide ELT. This training is the responsibility of the staff at DLIELC as monitored and approved by Commander, USAE. The DLIELC staff ICW Commander, USAE will determine the best ESL program to meet the graduation requirements. The ESL program will receive top priority and not be supplanted by other training or activities.

a. In order to obtain feedback concerning enlisted Soldier preparedness for BCT/OSUT, DLIELC will disseminate survey materials (direct mail questionnaires) to BCT/OSUT units.

b. The primary purpose of E Company's military training program is to start the soldierization process and prepare Soldiers for BCT. E Company will conduct familiarization and reinforcement training on drill and ceremonies, military customs and courtesies, Army Values, identification and wear of the uniform, and military justice. This training takes place during Phase I (Red Phase).

C-6. Physical fitness training

Commander, E Company, will create and implement a PT program IAW the IET SPT Guide, with the goal of preparing Soldiers to excel in BCT, and administer a diagnostic APFT once a month.

C-7. Three phases of ESL training

To enhance training effectiveness, the military instruction program for IET Soldiers is modeled after the first three phases of BCT and adapted to the unique environment of DLIELC. The concept of phasing and associated goals (IAW para 2-1) was established to provide the entry level Soldier with intermediate objectives, which give common direction and serve as milestones. Although time goals are identified, a Soldier will not graduate from one phase to another without meeting academic standards and cadre approval.

a. Phase I (Red) lasts from the Soldier's arrival through the third week of military training.

(1) The following characterizes Phase I (Red):

(a) Emphasis on English language skills.

(b) Total control and strict discipline.

- (c) Constant supervision.
- (d) All movement in formation.
- (e) Daily inspections.
- (f) Orientation to the military lifestyle.
- (g) Start the Army Physical Fitness Program.
- (2) The goals for Soldiers during Phase I:
 - (a) Begin ESL training.
 - (b) Learn and conform to military standards of conduct.
 - (c) Learn to identify and wear an Army uniform.
- b. Phase II (White) begins at the start of the 4th week of training and continues through the 16th week of training, or until the completion of ESL training, whichever occurs first.
 - (1) Phase II is characterized by:
 - (a) Continued emphasis on English language skills.
 - (b) Gradual release from total control.
 - (c) Soldiers given responsibility for themselves and others
 - (d) Preparation for BCT.
 - (2) The goals for Soldiers during Phase II:
 - (a) Meet or exceed DLIELC language standards.
 - (b) Meet or exceed BCT APFT standards.
 - (c) Develop self-discipline and team building skills.
- c. Phase III (Blue) begins at the start of the 17th week of military training and continues through the 24th week of training, or until the completion of ESL training, whichever occurs first.
 - (1) Phase III is characterized by:
 - (a) Continued emphasis on English language skills.
 - (b) Increased release from total control.

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- (c) Preparation for BCT.
- (d) Soldiers given increasing responsibility for themselves and others
- (2) The goals for Soldiers during Phase III:
 - (a) Meet or exceed DLIELC language standards.
 - (b) Meet or exceed BCT APFT standards.
 - (c) Develop self-discipline and team building skills.
- d. Cadre must:
 - (1) Provide an environment conducive to learning English.
 - (2) Lead by example.
 - (3) Insist on high standards, and assist Soldiers in meeting those standards.
 - (4) Conduct effective counseling on Soldier's performance.
 - (5) Conduct quality reinforcement/remedial training.
 - (6) Introduce Soldiers to the Army culture and stress cultural awareness and sensitivity to others.

C-8. ESL Cadre and DSs

Cadre and DSs selected for E Company must have demonstrated a high degree of motivation and commitment to assist in the development of Soldiers that can succeed in BCT/OSUT. All cadre must have completed the appropriate CTC. Cadre must attend a DOD approved Cultural Awareness Training Course.

C-9. ESL Winter block leave

Commander, USAE at DLIELC will implement TRADOC guidance concerning winter block leave for enlisted IET Soldiers to the maximum extent possible, while giving appropriate consideration to the impact upon DLIELC staffing, training, and resources.

C-10. Separate and secure

Commander, E Company, will exercise the separate and secure policy for the IET training environment IAW para 2-8 of this regulation.

Appendix D

Defense Language Institute Foreign Language Center (DLIFLC)

D-1. DLIFLC training priorities

a. The primary purpose and mission priority at DLIFLC is to provide language training. The instruction and acquisition of a language at the DLIFLC is a rigorous, mentally demanding activity.

b. The DLIFLC mission is to provide foreign language education, training, evaluation, and sustainment for DOD personnel in order to ensure the success of the Defense Foreign Language Program and enhance the security of the Nation. The mission of the 229th Military Intelligence Battalion at DLIFLC is to provide relevant training to enable warrior linguists to meet or exceed the Defense Language Institute's standards and accomplish their worldwide missions. It encompasses required training for both IET and MOS trained Soldiers assigned to DLIFLC.

(1) Classroom instruction is conducted 7 hours a day, 5 days a week. The course of instruction for a particular language determines the length of the course (26 to 63 weeks). Regardless of course length, completion of language training at DLIFLC awards a Soldier a SQI, not a MOS. Therefore, language training is not considered AIT.

(2) The Commander, 229th MI BN will prioritize and implement military training with minimal impact to language training. This military training may be conducted before or after school hours and during some weekends depending on the language training schedule.

D-2. DLIFLC phases of training

IET Soldiers arriving at DLIFLC have completed Phases I through III at BCT, and complete Phases IV and V at DLIFLC. The progressive phase criteria and the restrictions/limitations for Soldiers in Phases IV and V are determined by the battalion commander. Phase V+ begins at the completion of Phase V at the DLIFLC and continues until arrival at follow-on training or permanent duty station.

a. Phase V+ requirements are:

(1) Pass a record APFT within 30 days of graduation at 60% for age and gender.

(2) Completion of selected WTBD approved by Commander, 229th MI BN.

b. Phase V+ Soldiers are afforded nearly all the same privileges and restrictions as permanent party Soldiers.

Appendix E Fast Track Programs

E-1. Fast track background

Fast track programs provide instruction beyond the scope of the standard POI, and is a voluntary program for AIT and OSUT Soldiers that show potential by exceeding the standards. It is based on the premise that the standard POI does not fully challenge these Soldiers, and they can accept additional instruction. This instruction will not increase course length, is executed within the commander's existing resources, and should average an additional 9 hours per week for the duration of the fast track course of study. Incentives for participation include special privileges, letters, certificates, and accelerated advancement. Accelerated advancement is awarded IAW AR 600-8-19. Even though the goal for participation in the program is 20 percent of a class, there is no upper limit as to the number of Soldiers that can participate, if they meet the POI proponent's criteria.

E-2. Fast track objective

The fast track objective is to teach the brightest Soldiers, as a group, on additional tasks, in basically the same amount of training time. It is not the intention of the program to punish exceptional Soldiers by giving additional MOS training after normal duty hours and on weekends, when other Soldiers are not in MOS training. However, due to instances of facility and personnel constraints additional time may be required in order to offer this program. These situations are the exception, and not the rule. Additional tasks trained are annotated on appropriate individual training record forwarded to the first unit of assignment.

Appendix F Training Records

F-1. Training record content

Training records provide gaining unit commanders with an official record of the Soldier's completed training and serve as objective departure points for unit training. An IET Soldier training record packet will contain the following content:

- a. DA Form 5286-R for every Soldier attending IET; the Soldier's assigned company initiates and maintains. Use the modified DA Form 5286-R in the RITMS database to document the completion of training requirements in all IET. This form streamlines the information required, and provides a standardized reporting format for all IET sites.
- b. DA Form 1059 for enlisted personnel attending MOS producing courses in order to reclassify or reenlist into another MOS or prior service personnel enlisting IAW paragraph 3-26, upon completion of course regardless of course length.
- c. DA Form 705 (Army Physical Fitness Test Scorecard).

F-2. Management of training records

a. TRADOC service schools and major subordinate commands must ensure that outprocessing is IAW AR 612-201, chapter 3. Losing units will ensure completed training forms are given to each Soldier to hand-carry to their next training site or first unit of assignment. Soldiers will not depart IET without training records. Commanders must instill in Soldiers the importance of safely hand-carrying these records to their next duty station.

b. Due to the increasing problem of identity theft, commanders must ensure critical personal identifiable information is not included on the outside of the records packet envelope. Mark packets to identify the content's owner, but do not place complete names and social security numbers on the outside.

c. Training records (hardcopy or electronic) created and/or received in the course of doing Army business will be maintained IAW AR 25-400-2.

Appendix G

Fitness Training Unit (FTU)

G-1. FTU mission and objectives

a. The mission of the FTU is to physically, mentally, and psychologically prepare injured Soldiers to return to training after their successful rehabilitation.

b. Cadre selected for the FTU must demonstrate a high degree of motivation and commitment to assist and develop Soldiers to succeed in IET. It is essential that the Soldier receive a positive image of the Army when entering the FTU.

c. Commanders must ensure the environment supports the objectives of the program.

(1) FTU Soldiers should have access to a standard running track, pull-up bars, and aerobic machines, such as treadmills, stationary bicycles, step machines, or elliptical trainers.

(2) When possible, establish periods of time at installation gyms and pools when FTU Soldiers will have priority use of equipment, in order to achieve program goals and allow for variety in training.

(3) Classroom instruction will address educational needs in the area of physical fitness and nutrition, but will also focus on IET subjects.

d. Do not use the FTU as a discharge facility.

G-2. FTU functional responsibilities

a. TRADOC DCG-IMT (ATCG-MT) establishes policy concerning FTU operations.

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b. TRADOC DCS, G-3/5/7, AOD (ATTG-TRI-M) is the functional proponent for RECBN functions and is responsible for providing ATCs the necessary resources, including manpower and funding, to conduct FTU operations.

c. TRADOC DCS, G-8 (ATRM-ZA) performs the application of the RECBN manpower staffing standards annually, ICW installations' director of resource management, to validate manpower resources for FTUs. FTUs are defined within these standards under separate manpower tables.

d. ATC commanders will:

(1) Ensure adequate resources are provided for FTU operations, including personnel, equipment, and facilities. Training funds for FTU workload is based on historical student load data contained in ATRRS.

(2) Develop cadre training programs that will ensure FTU cadre are properly trained and motivated to perform FTU duties.

G-3. Physical Training Rehabilitation Program (PTRP)

a. The PTRP mission is to rehabilitate and physically prepare Soldiers that become injured after assignment to a training unit. ATCs will establish a PTRP using the guidelines below:

(1) Soldiers assigned to the PTRP meet the entrance criteria listed in paragraph 4-4b(1).

(2) DSs conduct the Soldier's rehabilitation program based on guidance from the physical therapist or other medical personnel.

(3) Assign only second or third year DSs to the PTRP. Do not exceed the minimum DS to trainee ratio of 1:20.

(4) Train and billet PTRP Soldiers separately when the PTRP is collocated with the APFT completion program and Soldiers who are pending separation from the Army.

(5) Ensure that the PTRP addresses Soldier motivation and esprit de corps. Soldiers who are removed from training for rehabilitation are especially subject to discouragement. Consider input and assistance from the following agencies:

(a) Behavioral health service (such as, stress management).

(b) MWR office.

(c) Chaplain's office.

(d) Education center.

(6) FTU commanders are authorized flexible use of convalescent leave, privileges, MWR activities, etc. for Soldiers motivated to continue training after their rehabilitation is complete.

b. Entrance guidelines.

(1) Once the commander approves a Soldier's enrollment in the PTRP, the Soldier's losing unit contacts the FTU commander or first sergeant to coordinate the reassignment of the Soldier prior to transport. The losing unit transports Soldiers to the FTU.

(2) Soldiers must have the following to inprocess at the FTU:

(a) Current profile with recommendation to PTRP, along with signature from a physical therapist. The profile is recorded on a DD Form 689 if for 30 days or less, or on a DA Form 3349 (Physical Profile) if profile is in excess of 30 days. ARNG/USAR Soldiers will have a DA Form 2173.

(b) Counseling statements from company commander/first sergeant recommending PTRP.

(c) Memorandum of recommendation for PTRP from battalion commander/CSM.

(d) Orders assigning Soldier to the FTU.

(e) Clothing record with all items listed, and personal items. Soldier must have the "pink slip" for items at the laundry service.

(f) Dental and medical records.

(g) DA Form 705.

(h) Identification card and tags.

(i) Diskette with training records and/or hard copy.

(j) Any personal items in the company safe.

(3) For acceptance into the FTU, ARNG/USAR STO 1 Soldiers must have MRDs that allow sufficient time to finish healing and complete BCT. If the RC LNO cannot get the MRD extended, or the Soldier will not extend the MRD, the Soldier is not accepted into the FTU and is processed ICW the RC LNO.

c. Exit guidelines.

(1) A medical officer will refer Soldiers failing to make normal physical progress to the Soldier's commander.

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(2) Soldiers reentering training after 5 weeks must score at least 50 points in each event on the APFT.

(3) A physical therapist or appropriate medical doctor will clear Soldiers for return to training.

(4) The training brigade commander determines the Soldier's placement in training, and their unit assignment, upon completion of PTRP. Give consideration to the amount of time spent in the PTRP, acclimatization needed for the particular phase and rigors of training the Soldier is entering, and the amount of retraining required due to learning decay.

(5) FTU Commanders are encouraged to conduct PTRP Graduation Ceremonies" for those Soldiers who have healed and are being reassigned back to IET training units.

(6) The FTU transports the Soldier to the gaining unit.

G-4. Authorized participants

Reassignment of BCT/OSUT Soldiers to the FTU is authorized. Ensure FTU input and graduation data is posted into ATRRS IAW AR 350-10. Obtain assistance for ATRRS from TRADOC DCS, G-3/5/7, AOD, Operations Division (ATTG-TRI-MO) at DSN 680-2524 or commercial 757-788-2524.

Appendix H Medical Support

H-1. Medical support requirements

Commanders will ensure medical support requirements are addressed in the planning, preparation, and execution of all training activities. Medical support training provides emergency medical services (EMS) IAW AR 40-3, chapter 13 on the installation or IAW AR 420-1.

H-2. Levels of medical support

a. The level of medical support to training is determined by the commander IAW local policies, TSP, and composite risk assessment. Considerations include but are not limited to:

- (1) Risk of injury (including hot- and cold-weather injury).
- (2) Level of onsite medical personnel required (combat lifesaver or medic (68W)).
- (3) Level of transport required (dedicated non-medical vehicle, ground ambulance).
- (4) Communications (with parent unit, range control, emergency medical service).
- (5) Length and condition of evacuation route.

(6) Location of the Soldier (for example, land navigation or convoy route).

b. IAW AR 40-3, the EMS goal at training establishments is for the injured personnel to be arrive at an EMS facility is within 1 hour of the incident. Planning must take into consideration evacuation distances in an effort to meet this goal.

H-3. Self-care program

a. The self-care program is a tool for individual Soldiers to take care of their own minor illnesses and injuries thereby conserving training time, and reducing the demand on the medical system.

b. The self-care program is managed by the local MEDDAC and provided through the MTF. The self-care process may be decentralized to the unit level. Self-care program elements are:

(1) Formal instruction to the Soldier in self-care conducted by MEDDAC personnel.

(2) Soldier access to Technical Guide 272 Self Care Soldier Health Maintenance Manual published by the U.S. Army Center for Health Promotion and Preventive Medicine available at <http://chppm-www.apgea.army.mil/documents/TG/TECHGUID/shmm.PDF>.

(3) Under direction of cadre or medical personnel, Soldier use of the "Green Sheet" (Treatment Options for Symptoms/Conditions, available at <http://chppm-www.apgea.army.mil/dhpw/Wellness/SelfCare/toolkit/forms/GreenSheet.doc>).

(4) Accessibility to medical personnel.

(5) Accessibility of over the counter medications and self-treatment items to the Soldier.

c. Under supervision of cadre or medical personnel, a Soldier using the self-care program will follow symptom evaluation charts to one of three endpoints. If the chart ends with "use self-care measures" the Soldier may directly obtain over the counter medications or other self-care items.

H-4. Sick call

a. Inform Soldiers of sick call procedures upon arrival in their training units. Conspicuously post key information on sick call and emergency medical/dental procedures. Instruct Soldiers on the need to seek prompt medical attention, regardless of interruptions in their training.

b. MTFs will use approved forms to document Soldiers' medical problems, treatment received, and prescribed courses of action/treatment.

(1) The commander or authorized representative issues DD Form 689 (Individual Sick Slip).

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(a) Ensure compliance with the Health Insurance Portability and Accountability Act, by limiting pre-sick call questioning to information needed to complete the top portion of the sick slip IAW AR 40-66 (Medical Record Administration and Health Care Documentation), paragraphs 13-3. Units can and should inquire as to the severity of the illness or injury to determine if the Soldier can move on foot to sick call with another Soldier, or whether transportation is required. Provide for Soldiers' privacy when they complete the personal information and remarks sections stating the reason why they want to go on sick call. Disclosure of information on the completed sick slip or physical profile is limited to the commander and other persons the commander designates to receive protected health information.

(b) Soldiers who possess the necessary responsibility and stability to self-medicate will retain possession of their authorized prescription medications, to include EpiPens®. They are stored outside the view of others and are not subject to display for inspection.

(c) Commanders and other permanent party personnel must be aware of restricted/confidential reporting option available to Soldiers IAW AR 600-20, chapter 8 for sexual assault prevention and response (SAPR) reporting. When collecting pre-sick call information from Soldiers, the SAPR program limits the extent of this questioning and protects the type of information that the Soldier chooses to divulge. See AR 600-20, appendix H for details on the commander's responsibility for assuring privacy and providing confidential disclosure options for Soldiers through restricted reporting. Failure to adhere to this policy could subject the individual found to have violated the SAPR policy to disciplinary action

(2) DA Form 3349 is used to record both permanent profiles and temporary profiles in excess of 30 days in duration. Temporary profiles written on DA Form 3349 will not exceed 3 months in duration, except in specific circumstances IAW AR 40-501, chapter 7. For more information on profiles written on the physical profile form, see paragraphs 4-3f(1) and 4-3f(2) of this regulation.

(3) In cases of accident or injury the unit uses DD Form 689. Units will ensure that all individuals injured during training or mission sustainment report to troop medical facilities with a completed DD Form 689. The supervisor (military or civilian) completes the top portion of this form and gives it to the injured person (or medical personnel if the individual is incapacitated). The form is taken to the MTF and given to the medical officer or attendant performing medical treatment.

H-5. Supervised quarters

a. Commanders will establish policies and procedures, ICW the commander of the local MTF, to monitor Soldiers with communicable respiratory illnesses.

b. Options for supervised quarters include:

(1) Admission to a hospital ward.

(2) Placement in designated barracks space.

c. Policies should include the following:

- (1) Criteria for placement in supervised quarters.
- (2) Routine checks and recordkeeping for mental status, vital signs, and rashes.
- (3) Regular supervision by a competent medical professional.
- (4) Enforced nourishment, hydration, and hygiene.
- (5) Reporting procedures for lack of improvement and worsening condition.
- (6) Criteria for release from supervised quarters.

H-6. Disposition of Soldiers with injuries or illnesses that prevent continued training

a. Report IET Soldiers that miss 3 or more consecutive full days of training, due to illness or injury, in ATRRS as a medical holdover reason code (HO). Soldiers will remain coded as "medical holdovers" until they have recovered from their illness/injury, or for as long as they remain on a profile. Once the profile has expired, and the Soldier resumes training, remove the HO code in ATRRS.

b. Do not ship graduates of BCT on temporary profiles to their AIT units.

(1) Competent medical authorities should evaluate all prospective graduating IET Soldiers with significant injuries or other conditions that occurred in training (not EPTS as defined in paragraph 3-48d). The purpose of the evaluation is to determine whether the Soldier needs appropriate treatment and rehabilitation prior to transfer or REFRAD, or has a favorable prognosis for recovery, and will be capable of training/deploying in the future.

(2) Commanders in need of definitive medical advice regarding an injured Soldier should formally request a medical review IAW 40-501, paragraph 7-8b(4), and/or AR 600-20, paragraph 5-4c(7).

(3) Medical professionals and commanders should assess injured Soldiers based on the physical capacity and stamina required for continued training, the expectations of their deployed MOSs, and the Soldier's ability to fight and survive in combat.

(a) Medical professionals should advise commanders when a Soldier is determined to not meet the minimum requirements as described in paragraph H-5b(3). The advice should clearly articulate whether the Soldier has received adequate treatment and rehabilitation or should be medically separated from the Army. Medical professionals will document physical status on the DA Form 3349. Commanders will instruct medical holdover status for Soldiers with a DA Form 3349 to remain on active duty status until the Soldier has been declared fit for further training/permanent change of station, or until they are medically separated from the Army.

(b) For injured ARNG/USAR Soldiers, medical authorities and unit leaders complete LOD investigations pertaining to the circumstances surrounding the injury (see paragraph 3-29). The LOD paperwork should be completed as soon as possible after the Soldier's injury is evaluated by medical professionals, and prior to the transfer or REFRAD of the injured Soldier.

(c) Unit commanders should ensure early notification and participation of installation ARNG/USAR liaisons when determining the disposition of moderate to severely injured ARNG/USAR Soldiers. ARNG/USAR liaisons should individually counsel Soldiers on the process and procedures pertinent to the Soldiers situation.

(d) Unit commanders should advise injured ARNG/USAR Soldiers of the following options when the Soldier is moderately to severely injured and cannot continue training or be expected to permanently change station:

- Remain on active duty in a medical holdover status during their recovery and rehabilitation period to include implementation of the active duty medical extension program, when applicable.
- Return home in an inactive status with an authorization for appropriate medical treatment and rehabilitation of the Soldier's injuries. This authorization, issued by the supporting MTF, is hand carried to an installation tri-service medical care (TRICARE) office to coordinate treatment. Once fully recovered, parent units can return these Soldiers to BCT/OSUT/AIT to complete their IET. Those Soldiers who do not fully recover and cannot complete IET should receive a MEB. Accomplishment of the MEB can be arranged by ARNG/USAR medical authorities at home station or performed by AA physicians (when the parent unit coordinates for the Soldier to travel to the nearest MTF for MEB processing).

(e) Unit commanders, ARNG/USAR liaisons, and medical personnel should closely coordinate the disposition of injured ARNG/USAR Soldiers who are unable to continue training or deploy. Key milestones include: timely completion of LOD paperwork; placement of the Soldier into a medical holdover training status; ensuring the existence of a credible clinical recovery and rehabilitation plan; coordinating the return of inactive Soldiers to their home unit/state with an authorization for care; establishment of a reasonable timeline for allowing IET graduation versus initiating a MEB/physical evaluation board (PEB) for the injured Soldier; verification of LOD completion prior to transfer/REFRAD of affected Soldier; final liaison counseling prior to the Soldier's departure to their parent unit/state.

(5) Medical authorities determine when a Soldiers has received adequate recovery and rehabilitation, but is not expected to be able to continue training or deploy. In these cases, Soldiers will be evaluated by an MEB as defined in AR 40-400, and will be referred to a PEB as defined in AR 635-40. Administrative medical separation is rarely appropriate for Soldiers injured during training.

(6) The U.S. Army Medical Command standard for completing a MEB is 90 days (for example, the time allowed for issuing a permanent profile to the affected Soldier, completing MEB paperwork, and forwarding the MEB to the PEB).

(7) Soldiers being medically separated should not be required to participate in rigorous training due to the potential for aggravating injuries. These Soldiers can perform unit level administrative duties during their separation.

(8) Soldiers who have completed graduation requirements, recovered fully from their injuries, and declared to be medically fit by medical authorities for continued training and deployment, should be allowed to graduate and continue their Army careers (assuming no other legal or administrative issues exist that would preclude this).

c. AIT Soldiers that are injured, and receive permanent profiles prior to graduation, are evaluated to determine if they are fit for retention. Soldiers, determined fit for retention, are evaluated against minimum requirements for their MOSs in physical, upper, lower, hearing, eyes, psychiatric (PULHES). Initial entry Soldiers meeting MOS minimums will continue training IAW their profile. Adjutant generals or ARNG/USAR LNO will contact the appropriate command to negotiate a new MOS for Soldiers failing to meet PULHES minimums. Soldiers determined not fit for retention are separated.

H-7. Dental readiness

a. As a condition of graduation from IET, Soldiers will be classified in dental fitness classification (DFC) 1 or 2.

b. Dental personnel may identify Soldiers in need of extensive repairs during RECBN processing. The commander, dental activity can advise 1 week of hold-under for the Soldier to begin dental treatment, and allow time for healing in anticipation of later treatment.

c. Unit leaders must closely manage their DFC 3 Soldiers' participation in training to facilitate necessary visits to the dental clinic.

d. Commanders may hold DFC 3 Soldiers for up to two weeks post-graduation to allow for more extensive dental treatment or to ensure attainment of DFC 1 or 2.

H-8. Medical/dental processing

a. AR 612-201 governs medical processing of IET personnel.

b. For Soldiers who received hepatitis A and hepatitis B vaccinations, a second dose of these vaccines is required one month following the first dose. Commanders will coordinate the delivery of these vaccinations with MTF commanders.

H-9. Medical Protection System (MEDPROS)

a. The Army's automated MEDPROS is the standard source of information on individual and unit medical readiness (UMR). Commanders and personnel officers are allowed under the UMR command drilldown option in MEDPROS to track the medical status of their Soldiers. Commanders should pay particular interest to:

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- (1) Dental fitness category (see paragraph H-6).
- (2) Immunizations, especially for second doses of hepatitis A and hepatitis B, and influenza (during flu season).
- (3) Validate DD Form 2215 (Reference Audiogram) for hearing readiness class 1 or 2. Soldiers with hearing readiness class 3 will require a review by an audiologist to determine if a waiver provided at entrance can be annotated as such in MEDPROS. If required, the audiologist will perform an audiological assessment and conduct appropriate profiling to meet the requirements for hearing readiness class 3.
 - b. Commanders should designate staff personnel to obtain access to MEDPROS to and track the UMR. To obtain access to MEDPROS follow guidance at <https://apps.mods.army.mil/MEDPROS/Secured/>.
 - c. RECBN medical staff will conduct a weekly review of MEDPROS data entries of the previous week, and report discrepancies exceeding 10 percent to the chain of command. If discrepancies exceed 10 percent on any given day, a 100 percent analysis of the week's Medical Occupational Data System entries is required.

H-10. Reporting IET Soldier strength for medical surveillance

TRADOC maintains an active surveillance of overuse injuries and communicable illnesses in IET, in order to implement measures, if the minimum thresholds are exceeded. TRADOC service schools and major subordinate commands shall accurately report unit IET Soldier strength. The standards for reporting are as follows:

- a. For communicable illness surveillance, TRADOC service schools and major subordinate commands will ensure the local MTF receives all weekly training brigade IET Soldier strength reports by close of business each Monday for the previous week. Reports will reflect Soldier strength as of the Saturday preceding the Monday. If Monday is a holiday, the MTF will receive those reports by close of business Tuesday.
- b. For overuse injury surveillance, ATSC (ATIC-DCO), Building 1726, Fort Eustis, VA 23604 will forward monthly RECBN shipping rosters, received from the five ATCs, to the U.S. Army Medical Surveillance Activity (commercial 202-782-0471), by close of business of the 3rd working day after the end of the month.

H-11. Prevention of environmental injuries

- a. Commanders will ensure Soldiers maintain and use combat arms earplugs or other authorized hearing protection, mouth guard, hand sanitizing gel, insect repellent, sunscreen, foot powder, and lip balm. Commanders will ensure these items are replaced if lost or depleted.
- b. Soldiers will fit and wear their mouth guards throughout engagement in physical performance of the following activities:

- (1) Confidence obstacle course.
- (2) Modern Army combatives.
- (3) Rifle bayonet training, including pugil fighting.

c. Soap and water is always the preferred method for washing hand, however sanitizing gel is available in garrison and in the field for after use when applicable when soap and water is not available.

H-12. Prevention of heat and cold casualties

a. Senior commanders will develop and implement detailed programs for prevention of heat and cold casualties IAW TR 350-29. Commanders should also coordinate with the local MEDDAC preventive medicine service for assistance in developing their programs. The TRADOC Surgeon will publish hot weather guidance NLT 1 Mar and cold weather guidance NLT 1 Oct of each year.

b. As a minimum, programs will provide the following:

(1) A heat acclimatization period of 2 to 3 weeks at the beginning of all training cycles. Acclimatization periods will consist of heat exposure and progressive increases in physical work for new Soldiers. All Soldiers and cadre will receive a mandatory briefing, or class, on prevention of heat/cold casualties.

(2) A notification system to ensure that all cadre members know the current WBGT indexes and wind chill factors at their training location (not at a centrally-monitored location). Ensure that two portable WBGT kits (NSN 6665-00-159-2218) or TRADOC approved substitute, are issued per training company (BCT, OSUT, and AIT) and will be placed in use when the ambient temperature exceeds 75° and monitored IAW TR 350-29. Cadre members will carry the pocket-sized graphic training aid ([GTA 05-08-12](#)) (Individual Safety Card) during training, or another suitable locally produced GTA.

(3) A specific SOP on training activities that may or may not be conducted during the various WBGT indexes/wind chill factors. Decision to accept risk is made IAW TR 385-2; paragraph 1-5d(4). Refer to TR 350-29, appendix B, for the heat casualty risk factor matrix. The SOP should include the statement that during cold weather, use of nonstandard portable space heaters is prohibited in field training and operations.

c. In addition to risk factors found in TR 350-29, donating blood and recent, rapid weight loss due to extreme measures will increase the risk of a heat injury.

d. If the Soldiers have been subjected to category (CAT) IV and/or CAT V conditions for 2-3 consecutive days, then cumulative heat stress increases their chance for a heat injury on the subsequent day. Risk-controlling measures include decreasing the distance and/or pace of unit

runs; and changing the training schedule if strenuous events are scheduled, especially if they are scheduled to occur outdoors in category CAT IV or V conditions.

e. For Soldiers who are at increased risk for heat injury, pre- and post-activity weighing is an excellent tool for monitoring their hydration level and managing their risk. Weigh Soldiers the same time each day, after using the bathroom, before showering, and in underwear. Any weight lost in 24 hours represents loss of water. If weight has been lost, have the Soldier drink water or an electrolyte drink at the rate of one pint of water per pound, not to exceed hydration guidelines. If weight has been gained, have the Soldier eat a salty snack, and do not require him or her to drink more water. If feasible and if sufficient numbers of scales are available, weigh all Soldiers during CAT IV and V conditions.

f. For treatment of heat stroke, the use of iced sheets is preferred. The use of bed sheets cooled with ice water has been proven to significantly improve the recovery and outcome of persons suffering from heat stroke. Insulated ice chests can be maintained at training sites by DSs/CLS; carried on ambulances; and/or maintained at troop medical clinics. Prepare and apply iced sheets as follows:

(1) Soak normal bed sheets in insulated ice chests full of iced water. The sheets can be kept in re-sealable plastic bags ready for use, or kept immersed in the water. Commanders should plan on a minimum of 8 sheets per company.

(2) Cover as much of the exposed skin as possible, and the top of the head, with the ice cold sheets.

(3) When the sheets warm up, remove them and replace them with fresh iced sheets.

(4) Heat related injuries may occur at any temperature and iced sheets may be carried at the discretion of the commander. However, iced sheets will be maintained at the training site whenever a wet bulb is present.

g. Rhabdomyolysis or "rhabdo," is the breakdown of muscle fibers and release of muscle fiber products into the circulation. Some of these products are toxic to the kidney and frequently result in kidney damage. In some cases, rhabdo has resulted in kidney failure and death. Rhabdo can be caused by extreme exertion in a person who is unaccustomed to exertion. This disease is not categorized as a heat injury but is closely related. In addition to poor conditioning, some contributors to rhabdo are: environmental heat stress (which can result from inadequate hydration); electrolyte abnormalities (which can be caused by inadequate diet, and/or abuse of laxatives or diuretics); and sickle cell trait, which is probably not causative, but increases a person's risk.

(1) Symptoms of rhabdo include: abnormal urine color (dark, red, or cola colored); muscle tenderness; and muscle weakness.

(2) Treatment. Casualties with rhabdo should be promptly evacuated to MTFs. Treatment of rhabdo includes aggressive rehydration of the casualty.

H-13. Reporting of injuries and illnesses

Report all injuries and/or illnesses IAW TR 1-8 as directed by paragraph 1-4c (8) of this regulation on DA Form 285 (U.S. Army Accident Report). Report the following: heat exhaustion, heat stroke, rhabdomyolysis, frostbite, and hypothermia.

Appendix I**MOS Retraining/Reclassification Procedures****I-1. Retraining POC**

TRADOC service schools and major subordinate commands will establish a central POC with delegated staff authority for matters pertaining to IET retraining. Provide the name, office symbol, and telephone extension of the POC to TRADOC DCS, G-3/5/7, AOD (ATTG-TRI-M), 351 Fenwick Road Fort Monroe, VA 23651-1001.

I-2. Battalion commander options

When an IET Soldier is given all remedial training opportunities, and ultimately fails the first attempt at a MOS-producing school or course, the training unit battalion commander has 2 working days to decide on the disposition of the Soldier.

- a. The battalion commander, based upon input received from cadre familiar with the Soldier's reason for failure, can consider the Soldier for a new start in another company or battalion.
- b. If qualified, consider the Soldier for retraining in another available MOS reclassification/renegotiation, or recommend the Soldier for separation.
- c. When RC Soldiers are not granted a second training opportunity, coordination with the RC liaison NCO is required, to present additional evidence on behalf of the Soldier to the battalion commander. The battalion commander will consider the liaison's input before making a final decision.

I-3. Procedures

- a. IET Soldiers offered a second training opportunity are sent to the personnel service center with all documents relative to their reclassification. The personnel service center has access to the "TS" display on ATRRS, which is used to reclassify IET individuals.

(1) The ATRRS operator will bring up the IET Soldier's MOS selection "TS" display in ATRRS. The "TS" display is reviewed and updated to include the reason code for reclassification. This establishes the IET Soldier's current qualifications and status in ATRRS. A list is printed providing MOS the IET Soldier is qualified to select.

(2) Using the "RETAVAL" report available in the reports generator section of ATRRS, the ATRRS operator can enter the social security number for up to ten different individuals. ATRRS will print out a listing of the training available for each individual, based on their qualifications and the available classes scheduled in ATRRS over the next 4 weeks. The IET Soldier may use this

listing to select a new MOS. If the IET Soldier is qualified, and a training seat is available, the MOS is reserved. When the reservation is made, a message is provided to the personnel service center, which is their authority to publish orders.

b. The personnel service center will reclassify the IET Soldier within 48 hours. To save transportation costs and reduce stress on the Soldier, make reasonable attempts to match the Soldier to a MOS taught at the assigned location.

c. In the case of a RC Soldier, the RC liaison NCO will seek a MOS based on a unit vacancy. If an ARNG accession module does not contain predetermined second and third choices based on unit needs, the ARNG unit and ARNG liaison NCO at the training location will make resolution. Similar coordination is performed for USAR personnel.

d. If ATRRS is not operational, manual processing will not result in the forfeiture of any of the above mentioned efforts. Accomplish the reclassification process within 5 working days.

e. In the event another training opportunity is not offered or available, the commander with separation authority will counsel the Soldier and consider separation actions IAW AR 635-200, chapter 2, section II.

f. In all cases where reclassification involves a move from one TRADOC service school and/or major subordinate command to another, each commander will ensure the Soldier's file/packet includes a memorandum of introduction. The memorandum will verify the training battalion commander has evaluated the Soldier as being satisfactory, and the reclassification decision was not the result of any "automatic" process. The Soldier will also acknowledge their understanding that a second training failure will result in a non-waiverable separation from service. The training battalion commander or authorized representative will sign the memorandum.

Appendix J

Individual Ready Reserve (IRR) Mobilization (MOB) Training Strategy

J-1. IRR Recall process

Training base expansion does not occur until partial MOB is declared, at which time IRRs are involuntarily recalled to active duty. IRR personnel recalled to active duty will report to a designated ATC for inprocessing and AWT. IRRs will then receive MOS specific refresher training, as required, and proponent certification at either the ATC site, or will transship to another MOS proponent school for refresher training and proponent certification.

a. A RECBN, at one of seven MOB ATC sites, will inprocess IRR Soldiers back into the AA. The projected number of IRRs, being recalled to active duty for the particular operation, determines the number of ATC sites used. This RECBN process is established at 4 days and should follow guidelines in AR 612-201, chapter 2.

b. Following RECBN inprocessing, all IRR Soldiers will receive 7 days of AWT refresher training, using the established MOB POI (071-CTT-REFR (MOB)), with all tasks performed to standard.

c. Upon arrival at the proponent school, a diagnostic test is given to each IRR, to determine level of proficiency, based on the critical skills defined in the proponent designed 2 week rapid training IRR MOB POIs for the particular MOS. Refresher training is conducted for only those tasks for which the IRR is deficient. IRRs will not deploy until the training proponent certifies MOS proficiency in all critical tasks. Therefore, IRRs are in the training base for as little as 1 day, or up to, and beyond, 2 weeks. Figure J-1 depicts the IRR MOB training strategy.

d. As prior service Soldiers, IRRs are not subject to IET policies and procedures, unless housed or trained in an IET area. IRR Soldiers are on TDY orders, from departure of home of record, through completion of MOS refresher training. PT should begin upon arrival of the IRR, and continue throughout training.

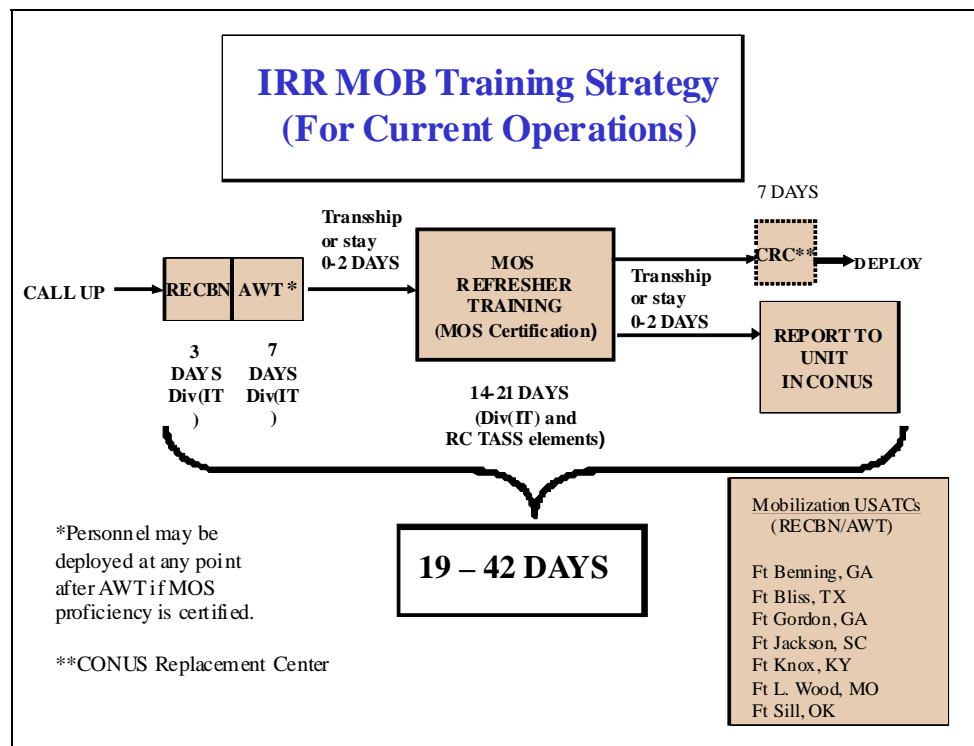


Figure J-1. IRR MOB training strategy

J-2. Additional sources of information for IRR MOB training

a. TRADOC DCS, G-3/5/7, AOD (ATTG-TRI-M) is proponent for the TRADOC Operations and Planning Mobilization and Execution System. This document is found on Army Knowledge Online at <https://www.us.army.mil/suite/folder/10823387>.

b. See TR 350-70, chapter VI-6, for MOB training design requirements.

Appendix K
Reception Battalion (RECBN)

K-1. RECBN responsibilities

- a. Provide the first, best impression of the U.S. Army.
- b. Use standardized scripts and quality video briefings to implement and document standards. The 120th Adjutant General Battalion will develop and coordinate the development of standards, scripts, and videos.
- c. Develop a “what to bring” list with USAREC and post on the RECBN website to ensure newly arriving Soldiers bring the absolute minimum property and high value items.

K-2. RECBN arrival reception standards

- a. Only DSs wearing ACUs and an appropriate campaign hat will meet arriving Soldiers and brief them using the “meet and greet” script located at the RECBN.
- b. The “meet and greet” briefing will be completed within 10 minutes (goal) after the newly arrived Soldiers have exited the bus.
- c. The terms “receptee” and “receptees” are descriptive terms used to describe newly arrived Soldiers while they are processing through the RECBN. IAW paragraph 2-5b of this regulation receptees will be referred to as “Soldier,” “Warrior,” or by appropriate grade and last name. Groups as a whole will be addressed as “Soldiers” or “Warriors,” versus “you privates.”
- d. Implement standardized RECBN welcome briefings and videos.
- e. Implement standardized amnesty briefings and videos based on a synchronized “restricted items” list. This will include medical review of prescription medication to include EpiPens®. These medications will remain in the Soldiers’ possession IAW paragraphs 3-34 and H-4 of this regulation.
- f. Issue the IPFU at night. Soldiers will sleep in the physical fitness uniform.
- g. Complete arrival procedures within 2 hours (goal).

K-3. Processing standards

- a. The CIIP will issue grade to the Soldiers. Soldiers will begin wearing their grade at the RECBN.
- b. The RECBNs may conduct the 1-1-1 physical assessment test utilizing table K-1. Those Soldiers, who do not meet these goals, may be assigned to a unit to begin training. If available, and at the commander’s discretion, the Soldier may be assigned to the FTU.

c. DSs and processing NCOs will view the running shoe fitting video and will employ the procedures described on the video to fit each Soldier's running shoes. Soldiers will purchase required items IAW AR 612-201, paragraph 2-7. DSs and processing NCOs will not direct Soldiers to rebuy items already purchased or items not meeting local preferences. Soldiers may purchase spandex shorts as an optional buy and wear IAW AR 670-1.

Table K-1
(1-1-1) assessment chart

Event	Male	Female
17-35 y/o		
1 Mile run	<8:31	<10:31
Push-ups	13	3
Sit-ups	17	17
≥35 y/o		
1 Mile Run	<8:45	<11:00
Push-ups	12	2
Sit-ups	14	14

d. The RECBNs will implement standardized TRICARE briefings and Defense Eligibility Enrollment Reporting System (DEERS) enrollment procedures. The RECBN will send each new Soldier's spouse (at a minimum) the welcome/TRICARE/DEERS packet containing:

- (1) Memorandum of welcome for spouse.
- (2) DD Form 1172 (Application for Uniformed Services Identification Card/DEERS Enrollment).
- (3) Form 5579 (United Concordia TRICARE Dental Program Enrollment/Change Form).
- (4) Welcome to the Army, A Handbook for Family Members (RECBN unique).
- (5) Health Care for New Military Service Members and Their Families (Trifold).
- (6) TRICARE Family Member Dental Plan Benefit Booklet.
- (7) When the Soldier is a reservist, the Healthcare Benefits for RC Members on Active Duty for More than 30 Days and Their Families (Trifold) (English or Spanish Version, when applicable).
- (8) Available TRICARE brochures are listed at <http://www.tricare.osd.mil/>.

e. The RECBNs will provide standardized USAREC, ARNG, and USAR liaison briefings to make new Soldiers aware of their component liaison's availability and services at the RECBN. This briefing will not hinder the Soldier from processing or proceeding to BCT.

K-4. RECBN environment standards

- a. Soldiers will wear ACUs and be issued a wet weather top or poncho and canteen with cover and pistol belt by the end of second duty day.
- b. RECBNs will initiate initial soldierization training focusing on the most basic core competencies and reinforcing the climate of discipline. DSs and processing NCOs will utilize the Soldiers' idle time during processing to teach the Soldiers to *think, look, and act* like a Soldier and to train soldierization tasks. Soldierization tasks, include but are not limited to, grade recognition, military courtesy, bunk making, general orders, uniform wear and appearance, stationary movements, introduction to Army Values, and military time.
- c. Male Soldiers will receive a haircut. Female Soldiers are not required to get their hair cut. However, they must go to the hair salon if their hair style or color is not ICW AR 670-1.
- d. The RECBN photo will be taken in ACUs.
- e. RECBNs must be staffed to maintain the RECBN environment while providing processing and soldierization training. The minimum leader to led ratio is 1-to-60. RECBN leaders will be the grade of sergeant or above.
- f. Soldiers will have constant military supervision. Soldiers will travel in no less than a buddy team when escorted out of the battalion area for appointments, etc. Soldiers will march when traveling in groups of three or more.
- g. Soldiers will maintain good order and discipline while waiting in lines or in the DFAC.
- h. Soldiers will not consume caffeine.

K-5. CIIP

The RECBN will ensure the CIIP:

- a. Fits combat boots.
- b. Issues three sets of rank insignia.

K-6. Weight and tattoo screening

- a. RECBN personnel will visually screen arriving receptees at the initial reception point to identify anyone who has tattoos in violation of AR 670-1 or appears to be marginal or exceeds body fat content standards. See AR 612-2-1, paragraph 2-10(e) for those identified as appearing to exceed body fat content standards.
 - b. Newly arrived Soldiers that are visually screened and appear overweight will be taped. Soldiers have one year to meet compliance with AR 600-9.
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Appendix L

Interservice Training Review Organization (ITRO) (AIT)

L-1. Interservice training overview

a. The Army accomplishes some AIT as a participant in interservice training at sister service sites. Interservice training focuses on individual training acquired in an institutional setting and is defined as a school or course conducted on one service's installation by mutual agreement between the host service and the participating services.

b. Host service. Service on whose installation training is conducted. The host provides base support and facilities. The host service budgets and programs resources to meet student requirements (except for service unique equipment, material, and facilities; and personnel costs of students, instructors, and administrators from each service). When serving as the service with lead responsibility for the training, the host service is responsible for: POI management; consolidating course revisions and evaluations; providing data to the participating services in the format requested regarding entries, graduates, elimination, recycling; and evaluation of their students. Note: In some cases a participating service may not have the lead POI responsibility (such as, United States Navy Explosive Ordnance Disposal training at Eglin AFB).

c. Participating service. A Service that receives training from or conducts training at another Service's installation. Participating services furnish the estimated trained personnel requirements projected by fiscal year to the host service, and provide a proportionate share of instructor and school support personnel. Military personnel remain administratively assigned to their parent service, but they may be assigned to the host service for the purpose of executing their day-to-day duties and responsibilities as designated members of the school staff. Participating services must coordinate IG visits with the host service and course personnel in advance. Coordination will include: scope of inspection; number of personnel visiting; and length of stay. Participating service members must attend any necessary classes required by the host.

d. Regulatory guidance. Services have agreed on policy and procedures to guide interservice training. Key policy and guidance are in the following publications, instructives and directives:

(1) AR 351-9, OPNAVINST 1500.27E (Navy), AFI 36-2230(I) (Air Force), MCO 1580.7D (Marines).

(2) DOD Instruction 4000.19, Interservice and Intragovernmental Support.

(3) DOD Directive 4165.63-M, DOD Housing Management.

(4) AR 190-40.

e. ITRO Procedures Manual. Serves as a detailed organizational manual, a guide for the conduct of interservice training studies and reviews, and as a supplement to the interservice Training Regulation. The ITRO Procedures Manual may be obtained from the TRADOC

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DCS, G-3/5/7, Generating Force Training Directorate, Interservice Training Office (ITO)
(ATTG-TRI-GI), 5 Fenwick Road, Fort Monroe, VA 23651.

L-2. Duties and responsibilities

a. Host service will:

(1) Provide and maintain office/administrative space for instructor and administrative staff and real-property accountability, utilities, refuse collection, and custodial services for host and Army service staff, faculty, and students.

(2) Brief all faculty, staff, and students on its applicable instructions, policies, and procedures. All faculty, staff, and students will comply with instructions, policies, and procedures briefed by the host Service.

(3) Provide and fund any instructor training required by the host.

(4) Provide Army personnel adequate time to attend their service unique functions as long as it does not interfere with school mission requirements.

(5) Provide facilities equivalent to quality it provided to its own missions. When facilities realignments are required, facilities should be provided at the same or better standard.

b. Commanders, installations/bases will:

(1) Provide barracks/dormitory facilities that meet minimum DOD standards unless otherwise negotiated. All students will be billeted IAW the [DOD Directive 4165.63M](#) (see authority 3[c]), except that ITRO students should not be billeted in open bays. Billeting for ITRO students should comply with services separate and secure policies.

(2) Provide DFACs to accommodate Soldiers grade specialist and below, as well as administrative space for Army detachment personnel and instructor staff.

(3) Provide training facilities for consolidated training. Facilities to support Army- unique tracks are provided where possible. Additions and modifications for Army unique tracks are the responsibility of the Army.

(4) Provide safety program management for all instructors and students to include inspections, advice, and training, with particular reference to the following:

(5) Perform annual inspections (spot checks if there are high risk areas). IAW the host service procedures, inspection reports will be sent from the host to the participating Services in a timely manner with corrective action/follow-up noted.

(6) Conduct class A/B mishap investigations IAW service instructions. Mishap investigations will include representatives from the other Services if the mishap involved the other

services. Provide a copy of all mishap reports, IAW host service procedures, to the involved service(s).

(7) Fire protection. Provides and maintains fire control, protection, and preventive programs and services to include the periodic inspection of buildings, fire extinguishing equipment, and facilities.

(8) Serious incident reports/emergencies. Serious incidents involving students will be reported IAW service directives.

(9) Provides urinalysis program support services for students and staff as requested by the participating services.

c. TRADOC DCS, G-3/5/7, Generating Force Training Directorate, ITO (ATTG-TRI-GI) will:

(1) Define policies, procedures, and provide clear and concise guidance to TRADOC units operating in an interservice environment.

(2) Serve as TRADOC lead to host service for interservice MOU and POI changes or updates.

(3) Leads or participates in studies to establish or disestablish interservice training.

d. Proponent schools will:

(1) Provide and maintain appropriate training material, training aids, and computers to support collocated and service unique tracks of AIT training as required.

(2) Serves as the service POC for interservice training issues.

(3) Funds service unique portions of training, course evaluation, and facility requirements and coordinates these through the host. Provides and maintains the necessary service unique documents and regulations.

(4) Provides and funds any service unique required instructor training

e. ITRO commanders will:

(1) Ensure policies reflect a mixture of both TRADOC and host service locally established guidelines of the host command.

(2) Ensure Soldiers meet training qualification requirements specified by host service training guidelines.

(3) Monitor interservice training and life support facilities (DFAC, MWR, and fitness center) to ensure compliance of MOU and POI.

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(4) Communicate any interservice violation or concerns to the host service installation commander, and through the first colonel in the chain of command and the proponent school to TRADOC DCS, G-3/5/7, Generating Force Training Directorate, ITO (ATTG-TRI-GI), 5 Fenwick Road, Fort Monroe, VA 23651.

(5) Provide host service installation commanders with copies of unit training schedule to ensure awareness of Army unique training.

(6) Adhere to Army and TRs unless otherwise specified by an exception to policy.

(7) Request an exception to policy if training standards and policy can not be met. Exceptions to policy must come from first COL/06 in the chain of command through the proponent school to TRADOC DCS, G-3/5/7, Generating Force Training Directorate, ITO (ATTG-TRI-GI), 5 Fenwick Road, Fort Monroe, VA 23651 for approval.

L-3. Army requirements not covered in ITRO memorandum of agreement or POI

a. Unit commanders are responsible to ensure all administrative and legal actions are adhered to and processed IAW both TRADOC and host service policies. Commanders will develop local policies that reflect higher HQs intent and do not conflict with or violate host service policies. Army unique requirements must be coordinated through TRADOC DCS, G-3/5/7, Generating Force Training Directorate, ITO (ATTG-TRI-GI), 5 Fenwick Road, Fort Monroe, VA 23651 for inclusion into existing ITRO MOUs and POIs.

b. TRADOC DCS, G-3/5/7, AOD (ATTG-TRI-M), will coordinate with host services for winter block leave dates, holidays, organization days, training holidays, etc. Unless otherwise specified, Army commanders will conform to host service approved holidays, training, and organizational days.

c. The buddy system as outlined in TR 350-6, paragraph 2-9, is instituted at interservice training sites and will pair IET Soldiers into proper battle buddy teams. This concept is designed to improve safety, motivation, and esprit de corps. Army personnel will be assigned a buddy upon arrival.

d. Commanders must utilize Army unique POI time and non-POI time to accomplish Army specific training. Consolidated training time is used to conduct training as specified in the POI.

e. Commanders are required to conduct a 72-hour FTX, SPT, meet APFT standard, weapons immersion, and conduct WTBD (convoy operations, urban operations, combatives, and weapons qualification for AITs greater than twenty-three weeks) as resources allow.

f. When possible, commanders will utilize host service facilities and training areas to accomplish Army-specific training.

g. Commanders are responsible for resources to conduct training outside the interservice POI. Soldiers, DSs, and cadre will not utilize personal funds to purchase resources or supplies to accomplish the mission.

h. Soldiers are required to pass a record APFT for graduation from IET. Commanders are authorized, based on Soldier performance and positive recommendations from the chain of command, to allow the Soldier to graduate if they have passed a diagnostic APFT with at least 60 points in each event. However, Soldiers failing to meet the criteria will be recycled or removed from the course prior to the awarding of any certification by the host service

i. Unit commanders are the approving authorities for all leave requests for instructor, support, and student personnel that fall under their chain of command. Leave requests for consolidated training will be submitted through the supervisory chain of command establish at the host site. Unit commanders may grant special liberty/pass with the approval of the host for the consolidated training and at their own discretion for collocated training.

j. Medical support will be provided by the host service/installation command. Army personnel will comply with host service medical procedures unless otherwise specified. Commander will ensure profiles accurately identify the activity limits of the Soldier.

k. The host service is responsible for providing like barracks space that adequately supports the living conditions outlined by the host service installation. IET Soldiers will be kept separate by gender and from other services members as much as possible. Exceptions must be submitted through the proponent school to TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651 for approval.

l. All IET unit cadre will be required to attend cadre/support personnel training which is based upon their level of interaction with trainees. Specific course attendance guidance is provided in appendix B.

L-4. Course administration

a. Enrollment. Army students arriving at the sister service site without previously being enrolled in a course become the sole responsibility of the Army, including lodging and all other services, until they are enrolled in a course and that course begins. If Army chooses not to wait until a course position is open, the cost of moving these students to another site will be borne by the Army. Enrolled in the context of this paragraph means the student has official orders that identify the course to be attended and specifies class start date.

b. Academic/performance standards. Army and the host service will determine and establish policies and procedures governing consolidated course-specific academic standards. Army will determine and establish policies and procedures governing Army specific academic standards. All students will comply with interservice procedures for the administration and evaluation of consolidated courses. All course documentation will be made available to appropriate service personnel on an as-needed basis. Services will develop a SEP for consolidated courses. The SEP will explain and illustrate the procedures and policies affecting each student and how they progress

through training and will be used as a basis for determining relief/elimination or setback. It will include both academic and nonacademic facets.

c. Training responsibility. Consolidated course content is a mutually agreed upon set of topics that are specific in nature. All documentation and course control material will conform to the host standard, except as agreed to by all participating services during ITRO detailed analysis groups or curriculum review boards. All course documentation will be made available to appropriate service personnel as needed. Each service has responsibility for developing, conducting, and resourcing service unique training IAW ITRO procedures to include providing required service unique material.

d. Course changes. The Army proponent school will ensure detachments at sister service schools are provided adequate notification of any major new training requirements mandated by HQ TRADOC or higher HQs. Curriculum, policy, and procedural changes that impact time, course length, resources, Army/host service directives, or accreditation will be coordinated and agreed to by all services prior to implementation. Curricula review/validation will be accomplished by the host and each participating service. Service unique training will be coordinated IAW that service's policies and procedures.

e. Curriculum review. Curriculum review will be conducted, as required by the services, IAW the interservice training directive and the ITRO Procedures Manual. Instructional staff from the host and participating services will be represented. Services will have equal input in the management of curriculum, instructional planning, development and review of consolidated training. Course changes will be made IAW paragraph d above.

f. Certificates of completion/award/diplomas. The host shall issue certificates of completion for consolidated training. Academic honors criteria for awards (top/distinguished graduate and course awards) will be applied to all students regardless of service for consolidated training. These should be presented in an appropriate graduation ceremony. Certificates of course completion and awards will be entered into the student's personnel record.

g. Leave, passes, and liberty. Leave requests will be submitted through the supervisory chain of command established at the host site. Student personnel will not normally be granted leave while enrolled in the course. If the host, for reasons such as holiday periods, suspends academic training, students will be provided the opportunity to take leave. Emergency leave requests will be processed directly by the Army detachment in cooperation with the host. In those cases, the approving authority (parent service) will notify the school commander in a timely manner. Army may grant special liberty/pass with the approval of the host for consolidated training and at their own discretion for service unique training.

h. Academic disenrollment. Failure to meet academic standards can result in disenrollment of a student in a consolidated course. A student may be reinstated into a consolidated course only with the approval from both Army and the host service. Disenrollment will be accomplished by the host registrar and subsequently forwarded to the Army. The parent service will process disenrollments on their students. A student retains the right to address an academic disenrollment

through their service chain of command and/or through an academic review board as outlined in the SEP.

i. Academic review board. An academic review board will make recommendations on student retention, disenrollment, and remediation to the school commander for consolidated courses. The board consists of equal representation by the appropriate services for consolidated courses.

j. Nonacademic disenrollment. Situations other than academic that prevent a student from completing consolidated course objectives will be grounds for nonacademic disenrollment. These reasons can vary widely and may include such situations as emergency leave, hospitalization, or problems with conduct and suitability. All nonacademic disenrollment decisions will consider the recommendations of the host. The decision to disenroll a student normally belongs to the participating service. Army will accomplish disenrollment. Army will inform the host of such action in writing, if possible, prior to any disenrollment action. Final appeal will be through Army chain of command. A student may be reinstated into the course only with the approval from both the Army and the host service for consolidated courses.

k. Counseling. For consolidated courses, academic and nonacademic counseling will be conducted IAW the host's policies and procedures. Any staff member may perform counseling regardless of service origin.

Note: Non-academic counseling will be performed IAW parent service policies and normally be performed by the parent service.

L-5. Legal responsibilities

a. Memorandums of agreement between the participating services and host service will address the proper process and legal jurisdiction of unit commands and their respective personnel.

b. Army commanders will provide Soldiers the opportunity to obtain legal advice from their servicing SJA office. This office may or may not be stationed in the same location as the Soldier.

c. Initial entry trainees from sister services and prior service, occupying leadership positions, are prohibited from administering physical exercise as corrective training. All military counseling will be conducted by same service personnel within the Soldiers respective chain of command.

d. Host service school may remove a Soldier if they fail to meet course requirements.

L-6. Instructor administration

a. Each service will provide qualified instructor and support staff as agreed to in the manpower review or as a result of validated annual instructor manpower adjustments. Each service will, to the greatest extent possible, provide 100 percent manning of the agreed to requirement.

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b. Each service will recognize that the length and complexity of the training necessitates early arrival of staff to ensure no disruption of training due to lack of qualified personnel. Each service will work towards programming the arrival of new personnel at the host as early as possible to allow for adequate indoctrination.

c. Each service will ensure to the maximum extent possible that instructors serve a tour of three years or more to meet mutually agreed upon instructor requirements and provide timely replacements. A staggered rotation of instructors is preferred.

d. For consolidated training hosted by the Air Force, each service will make every attempt to comply with the formal training requirements established in support of the Community College of the Air Force, consistent with their service policies and procedures. This will be a standard consideration for assignment selection and will, to the maximum extent possible, ensure that all instructors teaching Community College of the Air Force accredited courses complete the required training. Upon assignment, instructors who do not meet the requirement will develop an associate degree plan through the education service office. Air Force will provide tuition assistance to Air Force instructors enrolled in an Associate Degree program. Funding for other service military instructors is provided as part of the Air Education and Training Command training requirement. All civilian instructors must have a degree from an accredited institution to be selected for instructor duty. Office of Personnel Management has established a minimum requirement of an associate degree for all civilian instructors (including other services) who teach courses that result in credit toward an associate degree conferred by the Community College of the Air Force.

e. Faculty selection. To the greatest extent possible, selection of service faculty should be made based on demonstrated proficiency and experience dealing with the course-related issues and be recognized as competent by the parent service.

f. Faculty development. All instructors must graduate from an Instructor Training Course (ITC). Instructors will be certified by the host school IAW the command's regulations and instructions for consolidated courses. Services will make every effort to ensure instructors complete an ITC prior to reporting for duty.

g. Faculty dress and appearance. The standard of dress for all staff members will conform to current regulations of their parent service and as dictated by training requirements. Authority for conducting formal personnel inspections will remain with the officer in charge of the respective service detachment.

h. Operational control of consolidated instructors. All instructor and school support personnel will be under the operational control of the host during academic hours. Host will not remove or use instructors during academic hours for other functions or details unless coordinated and agreed to by the participating service. Participating services may not utilize instructor personnel during academic hours without the prior approval of the host.

i. Instructor staff authority. Instructors will exercise authority over the students in the class and will be under the control of the host for consolidated courses. The instructor staff will preside over all students and be considered part of their supervisory chain of command.

j. Instructor performance/evaluation. Instructor evaluation will be IAW participating service directives. The participating service should be informed immediately of any performance problems for instructors of consolidated courses. An instructor record will be established and maintained for each instructor. This record will include an education plan for completion of requirements for instructor qualifications. Format of instructor records will comply with host requirements for consolidated training. Instructors may qualify for host/participating services' Master Training Specialist designation.

k. Training support staff. Each service will provide training support staff as determined by the manpower review. Each service will work towards providing 100 percent support staff manning requirements at all times.

L-7. Separate and secure environment

The intent of the separate and secure is to ensure that all Soldiers are afforded the opportunity to undergo IET in a gender safe environment. Requirements for separate and secure are located in paragraph 2-8. Many of the host services barracks/dormitories do not support Army separate and secure requirements. Commanders may request an exception to policy from TRADOC DCG-IMT (ATCG-MT), 11 Bernard Road, Fort Monroe, VA 23651 for the physical security and supervisory measure requirements in paragraph 2-8. This request must be initiated with the requesting unit through the first colonel in the chain of command through the proponent school to the HQs.

Appendix M

Advanced Individual Training (AIT) Platoon Sergeant (PSG) Program

M-1. AIT PSG program purpose

All TRADOC service schools that conduct AIT replaced DSs with PSGs and incorporated the positions of squad leader and team leader.

M-2. AIT PSG program goal

For commanders to create a training environment that reflects the command and control structure and environment of an operational unit to more efficiently and effectively prepare IET Soldiers for assimilation upon arrival at their first duty station.

M-3. AIT PSG SQI and stabilization

NCOs that complete the AIT PSG Course will receive the SQI (Y) and will be stabilized for 24 months.

M-4. AIT PSG Course requirements

AIT courses will provide a professional military school environment and not replicate a continuation of the total control in BCT. NCOs selected to become an AIT PSG will attend the 2 week AIT PSG Course.

- a. Installations approved to teach the CTC will be authorized to teach the AIT PSG Course.

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- b. HRC will select NCOs for this assignment. In order to qualify for selection, NCOs must:
 - (1) Be the grade of sergeant first class or staff sergeant (promotable),
 - (2) Display good military bearing,
 - (3) Have no court martial convictions,
 - (4) No record of disciplinary action within five years,
 - (5) Must be deployable,
 - (6) Must be able to pass the APFT without alternate events, and
 - (7) Must successfully complete the background check.
- c. NCOs identified by HRC will go TDY to attend the AIT PSG Course and will return to their place of duty to permanent change of station to the AIT location.
- d. Male/female PSG requirements will be established by HRC and the unit of assignment.
- e. AIT PSG candidates who do not complete the AIT PSG Course will not serve as AIT PSGs. The school will notify HRC of non-qualified personnel available for reassignment.
- f. AIT PSGs will not receive SDAP or additional clothing allowances.
- g. AIT proponents will align their command and control structures to ensure both PSGs and SLs fall under an IET brigade commander's chain of command. Document changes to the table of distribution and allowances.
- h. Brigade commanders will ensure PSGs and SLs receive the additional training necessary to be successful in their assignment. Additional training is:
 - (1) Range safety.
 - (2) Bus driver's license.
 - (3) Engagement Skills Trainer (EST) 2000 certification.
 - (4) ARM and convoy training certification.
 - (5) CLS certification.
 - (6) Combatives certification.
 - (7) Urban operations training.

- (8) Qualification with weapon if AIT exceeds 23 weeks.
- (9) A mail handlers' card.

M-5. IET commander responsibilities to AIT PSGs and SLs

- a. Establish a life cycle management for PSGs and SLs, and
- b. Ensure PSGs and SLs are prepared to assume the responsibility of taking care of Soldiers.
- c. Ensure the following:
 - (1) Health and welfare of all Soldiers assigned to the platoon.
 - (2) Organization and control of the platoon.
 - (3) Reinforcement of soldierization skills and tasks.
 - (4) Reinforcement of WTBDs.
 - (5) Personal, professional, and academic counseling of PSGs and SLs.
 - (6) PT.
 - (7) Formations take place and maintain accountability.
 - (8) Management of the logistical and administration requirements of the platoon.
 - (9) Coordination for delivery of supplies, mail, and other resource requirements.
 - (10) Monitor morale, discipline, and motivation of the platoon.
 - (11) Provide a close working relationship with SLs and other cadre.
 - (12) Inspect barracks/rooms for proper health and welfare.
 - (13) Provide all necessary support to Soldiers' concerns (such as finance, personal, legal, professional, etc.)
 - (14) Coordinate squad leader requirements.

M-6. AIT PSG schedule

- a. A sample daily schedule (regular training days) for AIT PSGs is depicted in table M-1. The sample schedule for students is included for comparison. The schedule is intended to show

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units how AIT PSGs should be employed, not to prescribe specific hours of duty, sequence of events, etc.

b. Squad leaders will be fully integrated into all aspects of the AIT daily mission. Squad leaders should assist the PSG in conducting formations, physical training, counseling, administrative tasks, inspections and the soldierization process.

Table M-1
Sample daily schedule for AIT PSGs

<u>AIT PSG</u>		<u>AIT Student</u>	
0001-0500	Personal time	0500	Wakeup (student leadership)
0500-0545	Arrive, prep for day/formation	0500-0545	Personal hygiene/barracks maintenance
0545-0600	Conduct formation, sick call, etc.	0545-0600	Attend formation, sick call, etc.
0600-0700	Physical training	0600-0700	Physical training
0700-0830	Personal hygiene, breakfast, inspect living and common areas	0700-0815	Personal hygiene, breakfast, barracks maintenance
		0815-0830	SLs/student leadership move students to training
0830-1130	Counseling and administrative tasks	0830-1130	Training
1130-1300	Lunch	1130-1300	Lunch
1300-1645	Observe training	1300-1645	Training
1645-1700	Conduct formation	1645-1700	Attend formation
1700-1800	Dinner	1700-1800	Dinner
1800-2400	Personal time	1800-Lights out	Personal/study time

Glossary

Section I Abbreviations

AA	active Army
AAR(s)	after action review(s)
ACU	Army combat uniform
ARFORGEN	Army Force Generation
AIT	advanced individual training
AOD	Army Force Generation Operations Directorate (G-3/5/7)
APFT	Army physical fitness test
AR	Army regulation
ARM	advanced rifle marksmanship
ARNG	Army National Guard
ATC	Army training center
ATRRS	Army Training Requirements and Resources System
ATSC	Army Training and Support Center
AWT	Army warrior training
BCT	basic combat training
BCTCoE	Basic Combat Training Center of Excellence
CAT	category
CBRN	chemical, biological, radiological and nuclear
CCFSC	Company Commander/First Sergeant Course
CIIP	clothing initial issue point
CLFX	convoy live fire exercise
CLS	combat lifesaver
CQ	charge of quarters
CSM	command sergeant major
CTC	cadre training course
DA	Department of the Army
dBA	A-weighted decibel
dBp	decibel, peak measurement
DCG-IMT	Deputy Commanding General-Initial Military Training
DCS	deputy chief of staff
DEERS	Defense Eligibility Enrollment Reporting System
DFAC	dining facility
DFC	dental fitness classification
DLIELC	Defense Language Institute, English Language Center
DLIFLC	Defense Language Institute, Foreign Language Center
DOD	Department of Defense
DS	drill sergeant
DSL	drill sergeant leader
DSS	U.S. Army Drill Sergeant School
ECL	English comprehension level
ELT	English language training

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EMS	emergency medical service
EO	equal opportunity
EPTS	existed prior to service
ESD	Enlisted Standards Division
ESL	English as a second language
FM	field manual
FRG	family readiness group
FST	field sanitation team
FTU	fitness training unit
FTX	field training exercise
G-1/4	personnel and logistics
G-3/5/7	plans, operations, and training
G-8	resource management
GTA	graphic training aid
HQ	headquarters
HQDA	Headquarters, Department of the Army
HRAP	Hometown Recruiter Assistance Program
HRC	Human Resources Command
IAW	in accordance with
ICW	in coordination with
IET	initial entry training
IG	inspector general
IPFU	improved physical fitness uniform
IRR	individual ready reserve
ISCTC	installation staff contractor training course
ITC	instructor training course
ITO	Interservice Training Office (G-3/5/7)
ITRO	Interservice Training Review Organization
ITS	interim Top Secret
JPAS	Joint Personnel Adjudication System
LNO	liaison officer
LOD	line of duty
MEB	medical evaluation board
MEDDAC	medical department activity
MEDPROS	Medical Protection System
MOB	mobilization
MOPP	mission oriented protective posture
MOS	military occupational specialty
MRD	mandatory release date
MRE	meal, ready to eat
MTF	medical treatment facility
MWR	morale, welfare, and recreation
NCO	noncommissioned officer
NGB	National Guard Bureau
NLT	not later than
OJT	on-the-job-training

OPI	oral proficiency interview
OPREP	operations report
OSUT	one station unit raining
pam	pamphlet
PCC	pre-command course
PEB	physical evaluation board
POC	point of contact
POI	program of instruction
POSH	Prevention of Sexual Harassment
POV	privately owned vehicle
PSG	platoon sergeant
PSI	personnel security investigation
PT	physical training
PTRP	Physical Training Rehabilitation Program
PULHES	physical, upper, lower, hearing, eyes, psychiatric
PX	post exchange
RC	reserve components
RECBN	reception battalion
REFRAD	release from active duty
RHU	retraining and holding units
RITMS	Resident Individual Training Management System
SCI	sensitive compartmented information
SCTC	support cadre training course
SDAP	special duty assignment pay
SEP	student evaluation plan
SJA	staff judge advocate
SIR	serious incident report
SME	subject matter expert
SOP	standard operating procedures
SPT	standardized physical training
SQI	skill qualification identifier
SSBI	single scope background investigation
ST	special text
STO	split training option
STP	Soldier training publication
TDY	temporary duty
TR	TRADOC regulation
TRADOC	U.S. Army Training and Doctrine Command
TRAS	Training Requirements Analysis System
TRICARE	tri-service medical care
TSP	training support package
UCMJ	Uniform Code of Military Justice
UMR	unit medical readiness
UMT	unit ministry team
U.S.	United States
USACCF	U.S. Army Central Personnel Security Clearance Facility

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USAE	U.S. Army Element
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command
USAREC	U.S. Army Recruiting Command
VTC	video teleconference
WBGT	wet bulb globe thermometer
WTBD	warrior task and battle drills
WTC	warrior transition course

Section II

Terms

Active Army

Members and units of the active Army.

Active Army medical extension

A program to evaluate and treat the RC Soldier with a documented in the line of duty incurred or aggravated injury, illness, or disease, and provides pay and allowances, to the extent permitted by law, to those Soldiers while being treated for or recovering from this Service-connected medical condition.

Acceptance, understanding, recognition, appreciation

Acceptance, How do you ensure new Soldiers and Civilians are accepted into your organization? How do we accept, inprocess & integrate them and their families? Do they feel like part of the team from day one? Do they know how important they are to our organization?

Does each member of the chain of command understand their Soldiers and Civilians? Have we talked with them and gotten to know them to the point that we understand what unique contributions they can make to the organization? Are we providing formal and informal counseling and feedback on performance? Does every team member understand what is expected of him/her? Do they understand how they fit into the team? Do they feel understood?

Recognition, Are we giving proper and regular recognition? Has the unit leadership expended the effort to the team? Has your organization developed members when appropriate? Do they feel like they are making a significant contribution to the organization?

Appreciation, Do you demonstrate your appreciation of every team member? Do they feel appreciated? Does everyone want to commit the extra effort to the task at hand?

Advanced individual training

Training given to enlisted personnel, after completion of BCT, to qualify for the award of an MOS.

Advanced rifle marksmanship

Rifle marksmanship that includes mounting of optical sights, reflexive fire and judgmental engagement scenarios.

Army National Guard

The Army portion of the organized militia of all states, Puerto Rico, the Virgin Islands, Guam, and the District of Columbia, whose units and members are federally recognized.

Army physical fitness test

A three-event test designed to measure the basic component of fitness and evaluate Soldiers' ability to perform physical tasks.

Basic combat training

Training in basic military subjects and fundamentals of basic combat skills, common to all newly enlisted AA and RC personnel without prior service.

Battle buddy team

A team of two or three Soldiers in the same platoon. Buddy teams are essential elements of soldierization as Soldiers begin the development of teamwork and team spirit.

Cadre

All military, permanent party members or civilian personnel that command, supervise, instruct, train, or directly support IET Soldiers.

Cadre training

The training of IET unit cadre and support personnel that have major roles in creating and maintaining a positive IET environment that assists with the transition from civilian to Soldier. IET cadre and support personnel are trained IAW the guidelines outlined in paragraph 3-2 and Appendix B, above.

Cadre training course

A mandatory course presented to IET company officers, first sergeants, brigade, and battalion staff to familiarize them with the IET environment, organization, policies and procedures, leadership, training, evaluation, performance management, and administration. Other IET permanent party officers and NCO may attend on a space-available basis.

Constructive credit

Training credit granted to an entire class or an individual for a missed training event due to extraordinary circumstances. Use this credit selectively, and grant only in those cases where there is a clear demonstration that the Soldier(s) meet or exceed the IET graduation standards. Constructive credit authority resides at the TRADOC ATC or TRADOC service school or major subordinate command; delegate no lower than IET brigade commander level. For those training sites located at non-TRADOC organizations, this authority will reside with the first general officer in that school's chain-of-command.

Corrective training

Corrective training is for Soldiers who have demonstrated that they need, and would benefit from, additional instruction or practice in a particular skill. Corrective training must be directly related to the Soldier's deficiency and assist the Soldier in meeting the standard.

Credible allegations

Trainee abuse allegations are "credible" when a commander determines that it is "more likely than not" that the abuse occurred. The commander may make this determination only after a

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preliminary inquiry, an administrative investigation, or a law enforcement investigation. Commanders should find allegations credible if, after considering all evidence available, the evidence points to a particular conclusion as being more credible and probable than any other conclusion. The number of witnesses, or volume of physical evidence, does not determine the weight given to the evidence.

dBa

Sound pressure level measured with a sound level meter set to the A-weighted network, reducing the contribution of lower frequencies that are of less concern for hearing conservation.

dBp

Unit used to express the peak sound pressure level of impulse noise.

Drill sergeant

A noncommissioned officer that has successfully completed the prescribed instruction in a U.S. Army Drill Sergeant School, been awarded SQI X, and is qualified to train and supervise IET Soldiers.

Entry-level separation

Separation from the Army of an enlisted Soldier that has completed no more than 180 days of creditable continuous active duty or initial active duty for training, or no more than 90 days of Phase II under a STO.

Fire safe barrier

A barrier that meets the fire, smoke resistance, and means of egress requirements of the latest National Fire Protection Association Standard 101, Life Safety Code; and/or applicable requirements of the latest MIL-HDBK 1008. The local authority having jurisdiction, normally the fire chief, determines the suitability of a barrier meeting standards for a "fire safe barrier."

Go no-go

The condition or state of operability of a component or system: "go," functioning properly; or "no-go," not functioning properly. Alternatively, a critical point at which a decision to proceed or not must be made. (DOD)

Hold

Any trainee in an "inactive status," defined as a trainee not currently progressing toward completion of skill training. Any trainee in an "inactive status" is reported via the with a hold (H) status code and the appropriate reason code listed in verification table 09 in ATRRS.

Inactive Soldier

Any Soldier out of training for more than 3 days and remaining in the training unit for remedial training or administrative action (for example, school start, port call, security clearance, etc.).

Individual training record

The form (DA Form 5286-R) used to record the training received and standards achieved by the Soldier.

Initial entry training

Training presented to new enlistees with no prior military service. It is designed to produce disciplined, motivated, physically fit Soldiers ready to take their place in the Army in the field. This training includes BCT, OSUT, AIT, DLIFLC, and pre-basic training courses (FTU, DLIELC-ESL). Individuals are considered IET status until they graduate and awarded an MOS. The IET unit is responsible for the Soldier until they sign in to their new duty station.

Mandatory release date

A predetermined release date that is part of the RC enlistment contract. The date is established at the home station to allow students and seasonal employees to enter and complete BCT during IET.

Initial military training

Term that encompasses all initial Army training including enlisted, warrant officer, and officer.

Mandated/directed training

Training mandated by DA and directed by HQ TRADOC for inclusion in IET.

Military occupational specialty qualified

An IET Soldier is considered MOS qualified upon successful completion of all BCT and AIT/OSUT requirements. The MOS qualified Soldier can perform to standard the institutionally taught critical Skill Level 1 tasks identified by the MOS proponent. The Soldier also demonstrates a willingness to live by the Army's core values, loyalty, duty, respect, selfless service, honor, integrity, and personal courage and has the ability to work effectively as a team member.

New start

The reassignment of an IET Soldier to another company or battalion in a later cycle to provide the Soldier the opportunity to make up training missed, due to emergency leave or hospitalization, or to achieve performance standards not attained in the first training unit.

Non-credible allegations

Trainee abuse allegations are “non-credible” when a commander determines that it is “more likely than not” that the abuse did not occur. The commander may make this determination only after a preliminary inquiry, an administrative investigation, or a law enforcement investigation.

One station unit training

IET conducted at one location, in one unit, under the same cadre, with a POI tailored to a specific MOS.

Outcomes-based training

Outcomes-based training is a philosophical approach to military training that stresses the end state of the Soldier's mental intangibles, attributes, and skills required by the commander for combat. The training is guided by commander's intent/assessment and unit initiative to obtain the greatest effectiveness and not focus on process-driven requirements.

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Phased training

The division of IET into separate phases of training. Each phase has short-term goals for the Soldier and the unit, with incentives to attain the goals.

Preliminary inquiry

The preliminary inquiry is usually informal. It may include an examination of the charges and an investigative report, or other summary of expected evidence.

Reclassified Soldiers

Graduates of IET in the grades of private through sergeant first class that have been selected for training in a different MOS due to reclassification or reenlistment actions. The Soldier is assigned to an AIT or OSUT unit to take Skill Level 1 training.

Remedial training

Additional training given to Soldiers enabling them to attain training standards and remain in cycle, rather than receive new starts.

Reserve components

Members and units of the ARNG and USAR.

Schofield's definition of discipline

The discipline which makes the Soldier of a free country reliable in battle is not to be gained by harsh or tyrannical treatment. On the contrary, such treatment is far more likely to destroy than to make an Army. It is possible to impart instruction and give command in such a manner and such a tone of voice to inspire in the Soldier no feeling but an intense desire to obey, while the opposite manner and tone of voice cannot fail to excite strong resentment and a desire to disobey. The one mode or the other of dealing with subordinates springs from corresponding spirit in the breast of the Commander. He who feels the respect which is due to others cannot fail to inspire in them regard for himself, while he who feels, and hence manifests, disrespect toward others, especially his inferiors, cannot fail to inspire hatred against himself". MG John M. Schofield, 11 August 1879.

Soldierization

The tough, comprehensive process that transforms volunteers into Soldiers. It results from the total immersion in a positive environment active, involved leadership establishes. This environment sets high standards, provides positive role models, and uses every training opportunity to reinforce basic Soldier skills.

Total control

Continuous cadre supervision; IET Soldiers restricted to company area.

Trainee

All personnel undergoing IET (BCT, AIT, or OSUT). Also included are those inprocessing at the reception station, awaiting training in FTUs, receiving English or foreign language training, and/or those that have completed training and remain in a holdover status. For purposes of this regulation, trainee also includes prior service Soldiers, Soldiers undergoing reclassification

training, and personnel from other services undergoing IET at TRADOC service schools and major subordinate commands

Trainee abuse

Trainee abuse is any improper or unlawful physical, verbal, or sexual act against a trainee (however, this definition does not include acts involving a trainee against a trainee). Examples might include assault, extreme PT not IAW a POI, extreme profanity, sodomy, rape, sexual harassment, extortion of money, or any personal relationship that is not required by the training mission. IAW this regulation, only a commander can determine that trainee abuse has occurred.

Training Requirements Analysis System

The purpose of TRAS is to ensure that students, instructors, facilities, ammunition, equipment, and funds are all at the right place and time to implement directed training. The TRAS is a management system that provides for the documentation of training and resource requirements in time to inject them into resource acquisition systems.

Warrior tasks and battle drills

Skills taught in BCT and the BCT portion of OSUT to train Soldiers how to survive in combat.

Weapons immersion training

Training Soldiers on weapons at the earliest time during the cycle. Soldier's responsibility and understanding of weapons control is enforced through this training. Placing assigned weapons in their hands at the earliest point in training will reinforce security, maintenance, and control.

TRAINING ABUSE REPORT

(For use of this form see TR 350-6; the proponent agency is TRADOC OSJA.) Explain all "OTHER" entries in the "REMARKS" section of this form.

SECTION I: ALLEGED OFFENSE INFORMATION (To be completed by the Installation Training Abuse Coordinator.)

1. CASE NUMBER:					
2. CATEGORY OF OFFENSE:	3. LOCATION OF OFFENSE:	4. DATE OF OFFENSE:	5. DATE REPORTED:	6. TIME OF OFFENSE:	

SECTION II: SUBJECT INFORMATION (To be completed by the Installation Training Abuse Coordinator.)

7. GRADE:	8. DUTY POSITION:	9. SEX:	10. SERVICE:
11. MOS:	12. COMPONENT:	13. CADRE TRAINING COMPLETED:	
14. MARITAL STATUS:	15. UNIT:	TYPE UNIT	
16. INSTALLATION:	17. RACE:	18. TIME IN DUTY POSITION:	YEARS MOS
19. PREVIOUS CREDIBLE ALLEGATIONS (A "YES" RESPONSE MUST BE SUPPORTED WITH COMMENTS IN ITEM 20): YES <input type="checkbox"/> NO <input type="checkbox"/>			
20. PREVIOUS CREDIBLE ALLEGATIONS SUMMARY:			

SECTION III: VICTIM INFORMATION (Use continuation sheet for multiple victims.)

21. TOTAL NUMBER VICTIMS INVOLVED:	22. HOW MANY/RACE:	23. HOW MANY/ SEX:	24. HOW MANY/TRAINING PROGRAM:	25. HOW MANY/ HOLD STATUS:
<div></div>				

SECTION IV: ADDITIONAL INFORMATION (To be completed by the Installation Training Abuse Coordinator.)

26. SUMMARY OF INCIDENT:	
INCIDENT FIRST REPORTED TO: <div></div> OPREP NUMBER: <div></div>	
27. CASE STATUS: <input type="checkbox"/> PENDING INVESTIGATION <input type="checkbox"/> FOUNDED <input type="checkbox"/> UNFOUNDED REMARKS:	
28. FINAL DISPOSITION (If disposition resulted in trial by court-martial, enter results of trial in item 30):	29. DATE OF FINAL DISPOSITION:
<div></div>	<div></div>
30. RESULTS OF TRIAL FOR COURT-MARTIAL CASES:	
31. REMARKS:	

SOLDIER ASSESSMENT REPORT (INITIAL ENTRY TRAINING SOLDIERS) <small>(For use of this form see TRADOC Reg 350-6; the proponent agency is DCS, G-3/5/7)</small>											
PRIVACY ACT NOTICE											
DATA REQUIRED BY THE PRIVACY ACT OF 1974											
AUTHORITY: Title 5, United States Code, Section 301, Departmental Regulations; Title 10, United States Code, Section 3013, Secretary of the Army.											
PRINCIPAL PURPOSE: To assist leaders in verifying enlistment eligibility and in identifying Soldier leadership and personal readiness issues having a predictable, direct, and substantial impact on initial entry training.											
ROUTINE USES: For enlistment and training purposes in accordance with AR 601-210 and TRADOC Reg 350-6.											
DISCLOSURE: Disclosure is voluntary.											
SOLDIER NAME AND RANK (LAST, FIRST, MIDDLE INITIAL) :											
RECEPTION DS: _____ UNIT: _____ START DATE: _____ END DATE: _____ PHONE: _____ SIGNATURE: _____				BCT DS: _____ UNIT: _____ START DATE: _____ END DATE: _____ PHONE: _____ SIGNATURE: _____				AIT PSG: _____ UNIT: _____ START DATE: _____ END DATE: _____ PHONE: _____ SIGNATURE: _____			
SECTION I - PERSONAL DATA (Initiated by Reception, updated in BCT or OSUT, and AIT) <small>Use comments section on back for more space if needed.</small>											
1. FAMILY AND FINANCIAL STATUS: List any information that would affect and/or distract Soldier from training success (e.g., financial issues, sole provider for family, military affiliation, family tragedy within the past year, etc.).											
2. EDUCATION STATUS: List highest educational level attained and date it was attained. List vocational training, unique job experiences, etc.											
3. LEADERSHIP EXPERIENCE: List any positions of leadership such as Squad Leader, Platoon Guide, ROTC, Police Explorers, Boy Scouts or Girl Scouts, Prior Service, etc.											
4. LANGUAGE SKILLS OR BARRIERS: Identify and explain any language skills or barriers, either oral or written.											
5. *HEALTH ISSUES: Weight control, fitness level, and previous injuries or conditions that could affect Soldier training.											
SECTION II - TRAINING OUTCOMES											
<small>Put an X to mark "1" thru "4" or "NA" for each observed dimension. "Improve" comments in Section IV are mandatory when a rating of "1" or "2" is indicated. "Sustain" comments in Section IV apply to a rating of "3" or "4." 1=Needs much improvement 2=Needs some improvement 3=Satisfactory 4=Excellent NA=Training situation (e.g., inadequate time) did not allow IET Soldier to display this quality often enough to rate.</small>											
	BCT/OSUT					AIT					
Outcome: Is a proud team member possessing the character and commitment to live the Army Values and Warrior Ethos.	1	2	3	4	NA	1	2	3	4	NA	
Outcome: Is confident, adaptable, mentally flexible, and accountable for own actions.	1	2	3	4	NA	1	2	3	4	NA	
Outcome: Is physically and mentally ready to fight as a ground combatant.	1	2	3	4	NA	1	2	3	4	NA	
Outcome: Is a master of critical combat skills and proficient in basic Soldier skills.	1	2	3	4	NA	1	2	3	4	NA	
Outcome: Is self-disciplined, willing, and capable of solving problems commensurate with position and experience.	1	2	3	4	NA	1	2	3	4	NA	
OVERALL NET ASSESSMENT	1	2	3	4	NA	1	2	3	4	NA	

SECTION III - SUMMARY OF OBSERVATION

Summarize most significant observed leadership behaviors. Use sufficient detail to support summary ratings in Section II.

BCT OR OSUT:

AIT:

SECTION IV - COUNSELING

Enter comments here for ratings from Section II. "Improve" comments are mandatory when a rating of "1" or "2" is indicated. Explain "Sustain" rating. "Sustain" applies to a rating of "3" or "4."

BCT OR OSUT: SUSTAIN:

IMPROVE:

AIT: SUSTAIN:

IMPROVE:

SECTION V - COMMENTS

Use this section as a continuation section to provide additional information from all other parts of this form. Add any additional relevant comments and information about this Soldier not previously recorded on this form.

* Only identify relevant medical and dental issues that are already documented in the Soldier's Health Record. A Soldier's protected health information should only be recorded here when the Soldier consents or when it was provided by the Health Record custodian based on an official need to know in accordance with AR 40-66. To ensure accuracy, personal medical, dental, or family information will be collected directly from the individual if possible. Such disclosure by the Soldier will be voluntary.